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Ritchie Calder on BLITZ LESSONS
—Page 125

LET US TO THE BATTLE!

E vigorous articles we publish this month from Ritchie Calder and Tom Wintringham reinforce the two lessons we have stressed ese columns since the air war began, and before then. If local government is to its full part in beating the Nazi attack on ians and civilisation, then it must do two gs. It must, everywhere—and not in the so-called " target areas "—prepare for the worst that is likely to happen (if it not already prepared—as it should have n) and be ready *now* with its duplicate trol and rest centres, emergency feeding ngements (not concentrated where the first nbs will destroy them), and plans, worked to the last detail, for rehousing, in its own adjoining areas, all of its inhabitants who be blasted from their homes. Secondly— this applies to air raids as well as to asion—local government officers must be dy to take real initiative in an emergency, to leaders in their areas, assuming prompt and ar-sighted control if the circumstances nand it, and never running around in futile les waiting for orders from chief officers, gion, or Whitehall.

We have seen enough of the effects of complacency, of the attitude of " it can't happen e," or " it will be all right on the night." ere is no excuse to-day, after the lessons of ndon last September, of Coventry in ovember, and of a score of other towns since, any officer or local authority to say—as me still do—" We had no idea it would be bad as this." There is no excuse for ignorce of the effects of concentrated air attack, for the belief that any area is likely to escape By now, every officer in an executive posion should have visited a " blitzed " town, scussed its problems and lessons with his lleagues on the spot, and made his own plans avoid their mistakes. And by now it should plain that there is no " safe " area in Britain -day.

e CAN Do the Job

DMITTEDLY, the ministries have not done all they could have done to spread nowledge of the effects of air raids and of the easures necessary to mitigate them throughat the local government service. Admittedly, ere have been appalling delays in taking firm tion where firm action was needed. Admittedly, Government hesitations and the ottlenecks of Whitehall and the Regional uthorities have hampered officers who saw hat was required and attempted to do it. But ese failures in the higher ranks of executive uthority cannot justify slackness in the lower.

Some recent breakdowns have given rise o the view in some quarters that civil defence ught never to have been entrusted to local overnment and that the local government achine is unable to work it successfully. We elieve that view to be entirely wrong. We elieve that local government *can* organise and perate civil defence more effectively than ould any other administrative body, and that, in fact, it is now doing that in most areas. But if it is to justify the confidence placed in it by the Government and to escape legitimate public criticism, it must do the job in *every* area. Not all the responsibility for failures rests on the officers: the Ministries, the Regional organisations, councillors, and the public must take their share. But this is no time for recrimination and the allocation of blame. We are fighting this war to win, and if one section of the front line fails the others must fight the harder to maintain the line unbroken. Local government officers, as a profession and as individuals, are in the front of that line. It is their job to bring to the battle all that they have of skill, imagination, courage, and sheer hard work, to abjure all complacency and false optimism, to abandon all petty grousing, and to go to it. The ordeals ahead of us are likely to be much harder than anything we have known in the past. We must face and overcome them. We will.

If Invasion Comes

OF those ordeals, attempted invasion, if and when it comes, will be the most severe. It is probable, as Mr. Wintringham suggests—and as we ourselves suggested as long ago as last August—that when it comes some officers will find themselves cut off from all sources of information, instruction, and higher authority. Like the soldier isolated on the battlefield, they will have to play a lone hand, acting on their own authority, dependent on their own initiative. Upon their actions then may well depend the morale, and the lives, of large numbers of civilians, and the continuance of effective resistance.

One of the defects of public administration in the past—a defect which we must try to remove when we come to plan the future administrative structure—was the fact that it deliberately discouraged initiative. Hedged about by a barbed wire fence of controls, unable to do anything without specific instruction, the officer, whether in the civil service or the local government service, was compelled to make " safety first " his motto. Assumption of arbitrary authority was the last thing he was required, or dared, to attempt.

In an invasion, that position will be reversed. He may find himself in control of his area or his service whether he wishes it or no. In a flash he will have to transform himself from a bureaucrat into a dictator and from a builder for peace into a military strategist. The transition will be the most difficult he has ever had to make, running counter to all his training. But it will have to be made—and we believe it will be made, if need be, successfully.

Without Comment

ALTHOUGH we have, for the moment, closed down the controversy on NALGO affiliation with the T.U.C., we feel that the following report from the " Leicester Mercury " of April 23 is worthy of quotation, for the guidance it may give to branches still discussing this question. We publish it without comment, beyond the explanation that, some time ago, the Leicester branch passed a resolution urging the association to affiliate with the T.U.C. and instructing its own executive to seek affiliation with the Leicester Trades Council.

" Having heard a deputation from the Leicester branch of the National Association of Local Government Officers," the report states, " Leicester Trades Council last night refused an application on behalf of that body for affiliation to the council.

" It was stated that the executive of the trades council had offered NALGO the alternative of accepting the strike clause as one of their rules or affiliating to the T.U.C., and that they had done neither.

" Much of the council's objection to the affiliation would be removed, one member said, if NALGO could give some assurance that they would obey the ruling of the T.U.C. in matters of strike action, should it be necessary, and there would be no objection to their organisation being brought into line with the policy of the T.U.C. politically."

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Public Relations in Action

SOME time ago, headquarters appealed to branches to assist the Ministry of Information in preparing panels of lecturers on local government topics, and also, in co-operation with the regional committees for adult education in H.M. Forces, to organise lectures and talks for soldiers stationed in their areas.

Knowing how fully occupied are local government officers these days, we had little hope of an overwhelming response. Nor have we had it. But some members at least have taken up the idea with enthusiasm and outstanding success.

Mr. Ernest E. Holt, education and public relations correspondent at Halifax, for example, has drawn up a panel of lecturers which has been circulated to all military units, and also to the organisers of Youth Service Squads in his area. Members of the panel include the medical officer of health, the chief sanitary inspector, the general manager of the passenger transport department, the former chief librarian, now retired, and a school teacher—able, between them, to cover a wide range of local government activity.

In addition, Mr. Holt has himself organised a show of Ministry of Information and local government films for Scouts and members of Youth Service Squads.

Brighton's Example

IN Brighton the work has been undertaken with equal enthusiasm by Mr. A. J. Mortimer, the branch public relations correspondent and also a skilled cartoonist whose sketches frequently entertain readers of LOCAL GOVERNMENT SERVICE, and Mr. Howard Holt, the chief sanitary inspector. Both are now enrolled on the Ministry of Information panel of speakers, and have undertaken to address Chambers of Commerce, Rotary Clubs, Women's Institutes and Townswomen's Guilds on subjects ranging from salvage to A.R.P.

On one occasion, after working throughout one night and all the following day at his office, Mr. Holt kept an engagement at Haywards Heath, afterwards returning to his office to work until 10 p.m. Such enthusiasm deserves the highest praise, and of the value of the work there can be no doubt.

Leeds Carries On

WE owe an apology—which we are delighted to offer—to the Leeds branch for the fact that, in his article last month on branch magazines which are maintaining publication, Mr. Norman Rogers did not mention its admirable "Guildman Bulletin." The fault was not Mr. Rogers'. He was unaware, as were we, that when the excellent Leeds branch magazine, "The Guildman," ceased publication soon after the outbreak of war, it was at once succeeded by the "Bulletin," which has appeared every month since.

Though inevitably a more modest publication than its predecessor, running to eight pages of typescript, it is excellently edited and produced, with a vigorous constructive and thoughtful editorial each month, full accounts of branch and national affairs, summaries of the more important items from headquarters' circulars, and news items of interest to members both at home and in the Forces. In short, the "Bulletin" admirably fulfils the aim set out in its first number, published in November, 1939—"that of maintaining contact with all members, whether in their regular peacetime occupation, or active service, or in civil defence." The editor is P. P. Murphy.

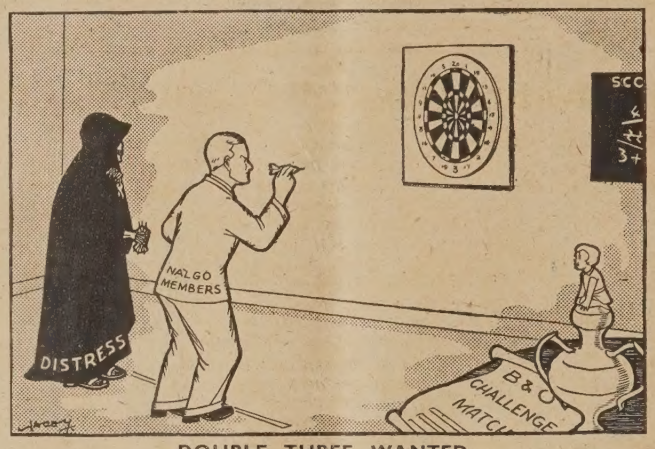
Mutual Aid for Raid Victims

WE have already referred from time to time to arrangements made by branches for mutual assistance to their members who suffer from the attentions of Nazi bombers. One of the latest schemes of which we have heard is that prepared by the Kent County branch.

The branch, its treasurer, Mr. C. J. Waters, tells us, recently invited all members to contribute to an air raid distress fund, out of which loans or gifts might be made to officers or their dependants in urgent need for which public forms of assistance might be inadequate. A fund of £500 was aimed at, and nearly £300 has already been raised. It was suggested that the basis of contributions should be 5s. for each £100 of salary and emoluments, and most contributors have made payments equal to, or above, this rate.

The fund is administered by a committee of five, including an almoner and a treasurer, and grants are made promptly and with the minimum of formality. Where need is urgent, and all members of the committee are not available, the treasurer is authorised to make immediate loans up to £10. No difficulty was experienced in obtaining a certificate of exemption from registration under the War Damage Act, 1940.

If, as Kent members hope, the fund is left with a substantial balance after the war, there are many good uses to which it might be put.



DOUBLE THREE WANTED

To beat the challenge of growing distress, the Benevolent and Orphan Fund is asking every member to increase his subscription from 3d. to 6d. a month. Have you scored your "double three" this month?

A South Wales Example

ANOTHER admirable scheme, suitable for the smaller unit, is that drawn up by the Penarth branch, which has appointed a special sub-committee for the purpose.

This sub-committee has urged all members to make mutual arrangements with colleagues willing to give them shelter should they be bombed out. In addition, the committee is preparing a register of members willing to take in other members who are homeless and whose private arrangements have broken down, is keeping a record of friends and relatives ready to look after the affairs of a member killed or injured, and is prepared itself to undertake this task if necessary. Further, the treasurer has been authorised to give financial help so long as branch funds can meet it.

Mutual help is the basic principle of N A L G O, and we trust that other branches will adopt similar schemes for giving the principle practical effect.

Helping the B. & O. Fund

AS members have repeatedly been told, the war has had a serious effect on the N A L G O Benevolent and Orphan Fund, by, on the one hand, increasing the calls for help, and, on the other, reducing the amount of income normally expected from dances, concerts, and other branch social activities.

Some branches, however, have not allowed the blackout, air raids, and other wartime distractions to interfere with their money-raising efforts. Especially praiseworthy has been the achievement of the Kent County branch. Though situated near "Hell Fire Corner," exposed to frequent raids, and heavily preoccupied by civil defence duties, its members, since last November, have held no fewer than two dances, three whist drives, and a concert, raising in all £35 for the fund.

If members in a "target" area like Kent can do this, how much more could those who live in more peaceful districts achieve? That they can do much is shown by the following details of recent donations to the Fund:

Doncaster—£24, representing half of the proceeds of a dance held in aid, jointly, of the Mayor's War Comforts Fund and the B. & O. Fund.

Bingley—£6 2s. 6d. raised by a dance.

Keighley—£35 6s. 0d., proceeds of the annual dance.

Lichfield—£25, proceeds of the annual ball.

New Mills—£14, proceeds of a dance, to which the branch added £2 2s.

Second Thoughts Best

AT a recent poorly attended meeting, the Hazel Grove and Bramhall U.D.C., by a bare majority, decided to resign from the Lancashire and Cheshire Provincial Whitley Council and other joint organizations. Just a month later, a motion to "expunge" the resolution from the records was carried by an overwhelming majority. In the words of the mover, it was "a disgrace to this council that such a resolution should be on the records," and, he added, he used the word "expunge" advisedly because he thought that "rescind" was too mild.

We cordially agree with the mover, we congratulate the council on its saner "second thoughts," and we welcome the resumption of its support of joint negotiating machinery.

"Nobody's Babies"

NOW that more members of N A L G O are being "seconded" for service with other authorities or with Government departments, there is a serious danger that they may lose touch with the association and its activities and become—in the words of one of them, "Nobody's babies." May we repeat the appeal made to branch secretaries some time ago to keep in touch with such members, and also invite any who do not hear from their former branches to drop a line to headquarters?

Hospitality for Warriors

WHEN we recorded last month the generous offer by Mr. J. Darricotte of the hospitality of his home at Cheadle Hulme to N A L G O members in the Forces stationed near, we appealed to others to follow his public-spirited example.

The appeal has already met with response, and Mr. F. W. GOODMAN, Secretary of the Bromsgrove (Worcestershire) branch, writes to say that he will be happy to give hospitality to any serving members in his area. His address is The Pines, Stourbridge Road, Bromsgrove.

We shall be glad to publish the names of any other members willing to help their colleagues in this way

FIXING the SHAPE of THINGS to COME

Threefold Task of NALGO's Planning Commission

NALGO's decision to set up its own "Commission" on the reconstruction of local government marks a timely recognition that this subject has now passed into the sphere of practical politics, as we have repeatedly said that it quickly would do. If the association has not taken such a step before now, it is not because the need for reconstruction has gone unrecognised, or the problems involved in it have passed unnoticed and unexamined by local government officers. For long before the war, they knew how seriously the defects of the machine impeded the creative tasks which Parliament had imposed upon the local authorities under an ever-expanding programme of social legislation. They realised, when war came, what difficulties would be caused by the self-same defects in carrying out the vital and extensive services which local government then undertook. The recent ravages of war have reinforced their belief that the physical and social reconstruction which awaits local government after the war cannot be properly carried out unless the local government machine itself is, in some way, reconstructed and its long-standing defects removed.

Urgent National Problem

The pages of this Journal, over a long period of years, afford ample proof of the active interest local government officers have taken in this subject, and of the extent to which they have already marked out the field of inquiry, disengaged the main problems, and pondered the best solutions. Until recently, however, the service had little reason to believe that the nation regarded the subject as anything more than academic, fittingly entering into professional discussion, but hardly of national concern. The last few months, however, have brought a recognition of the need for local government reconstruction as an urgent national problem. Events on the home front have brought the work of the local authorities to the severest test; and the test has revealed how handicapped their effort has been by the defects in the machine. Even though, in time of war, and for the tasks of war, the machine can only be adapted and not reconstructed, its overhaul is realised to be urgent; since a correct diagnosis of existing defects may open up possibilities of alleviation, if not of cure. Hardly less urgent attention is demanded by post-war considerations. A better machine must be ready to function the moment war ends. It must, therefore, be devised, even if it cannot be established, in advance; and since this is bound to be a lengthy and complex task, the task must begin now.

The Man for the Job

It is in these circumstances that the association has deemed the time ripe for a step which will orientate the knowledge and experience of local government officers to the national interest now being taken in the subject, and make it possible for the service to make a professional contribution to the solution of the problem. We believe that the public is ready to welcome such a contribution. While it can hardly shut its ears to all the advice so freely tendered to it on war and post-war problems, by one type of publicist or another, it is showing an increasing disposition to seek the views of "the man who does the job."

Who better than the local government officer can evaluate the existing organisation of local government, put the finger on its weakness, or visualise the best lines for its reconstruction? Much as we appreciate the work put in by certain writers of high academic status who can claim the credit of a long-standing recognition of the importance of the subject, we cannot, since they lack practical contacts and experience, regard theirs as the most authentic voice. Again, the local authorities' associations have from time to time put forward views on it; but they are sectional in scope and very largely in interest. Business men also have made pronouncements. But, although local government is infinitely wider in scope than private business and its purposes and methods more varied, they seem too often to visualise its organisation and re-organisation through the spectacles of false analogies with the methods and machine of business. The most authentic voice of all is that of the local government officer himself, equipped with practical experience "in the field," and with a wide background of professional and social knowledge.

LOCAL government is in urgent need of reconstruction, if it is to tackle post-war problems speedily and efficiently. NALGO, as representing the "men on the job" best qualified to advise on the lines of that reconstruction, is setting up a Planning Commission to collect ideas and put forward proposals.

What are the major defects of the present local government machine which must be remedied? This article, surveying the problem in broad outline, suggests that there are three:

The Area Problem.—*For many services, local authorities today are too small, with boundaries that are meaningless legal anachronisms, uneconomic duplication of plants and overhead costs, and absence of unified direction.*

Relation with the Central Government.—*Even the biggest and most important authorities are severely restricted in what they may do; Whitehall is becoming a "bottleneck" holding up urgent developments, and executive control is passing more and more into the hands of civil servants with no practical experience of local government.*

Internal Organization.—*The "committee system" by which local authorities do the bulk of their work, and the fact that councils are responsible for administration as well as for policy, makes swift decision virtually impossible, hampers initiative, and fails to secure co-ordinated action.*

The Commission will have to survey these and other problems and to suggest solutions. Have our readers any suggestions to offer? All will be welcomed and, where practicable, published.

The constitution and procedure of NALGO's Commission will, it is safe to say, be such as to leave it free to form its own view of the shape local government should take in future. It will embark on its task with no pre-conceptions. It will consider the subject solely from the standpoints of administrative efficiency, and of what is best calculated to meet the demands made upon local government by the public. It will make no political assumptions, either as to the present or the future; and though it must obviously take the future into account, the only postulate it will make will be that the people of this country will desire local self-government to be preserved, its services to be continued, and may be likely to call upon it to do more than it has done in the past rather than less.

Three Major Problems

The field is occupied by three major questions: "the area problem"; the relation of local to central government; and the character of the internal organisation of local authorities.

The area problem is the most important and is the one that has emerged into public discussion. It is a problem presenting a different facet with the service which happens for the moment to be under review, and for this reason is apt to appear to amateur critics in the light of a false simplicity. Even a thumb-nail sketch of it is difficult to make.

In the first place, there are undoubtedly circumstances which point to the need for a larger unit of local government. A large area may, in some cases, be more economic, though possibly this advantage is only considerable in the services which are particularly affected by the law of increasing return because they employ fixed plant. In other services, the larger unit is called for because planning and development are dependent upon conditions operating over the wider area and cannot effectively be formulated if many individual authorities operate over that area. Even if laborious "co-operation" between these authorities has led to some general scheme for the area as a whole, difficulties often arise in its execution because of the splitting up of executive authority. These considerations apply especially to town and country planning, particularly in view of the fact that differences between town and country are becoming less rather than greater, and because the outspread of urban development has left the areas between or surrounding the larger towns without the machinery for urban treatment.

Regional Unit Needed

As it happens, the war-time responsibilities of the local authorities in civil defence, fire prevention, billeting, etc., have also been of a kind which calls for the formulation of plans over perhaps wider areas than ever, and for some unified direction over these areas. Steps have been taken to overcome the difficulties in these services by the action of the Regional Commissioners and regional offices of the various Ministries. Much of the planning, however, has been left to be done piece-meal by the authorities for each part of the areas; and in any event the activities of a superimposed "co-ordinating" agency cannot compensate for the lack of unified executive direction at the local government level. Again, the rehabilitation of damaged towns must be visualized on terms of wide areas with unified planning and execution.

Many factors, then, point to the need for a new regional unit, and to the fact that regionalism must mean something more than the activities of regional government officers supervising existing authorities. The areas over which such units should operate and their constitution are in themselves large problems, especially if they must embody, as they should, the principle of local self-government on a new regional footing.

Not the Sole Key

The reconstruction of local government does not end, however, with the introduction of a regional unit. There are many services which are really better administered, and often more economically administered, in smaller areas, at any rate on the executive side, so that it is impossible to contemplate the whole range of local government as falling to be directly administered by new regional organs. On the other hand, the division of functions between regional units and units of less scope, holds precisely the same kind of defect as the machine exhibits to-day when in the same place some services are administered by one body, such as the county, and others by another, such as the borough. Apart altogether from the fact that unified executive control over a number of services is in itself a factor tending to economy in overheads and other costs, the same difficulty in planning and co-ordination can spring from a division of services as from the

THINGS TO THINK ABOUT

Local government in England and Wales to-day is in the hands of :—

62 county councils, with populations ranging from **18,000** to **4,000,000.**

The **Corporation of the City of London,** with a night population of **10,000** and a day population of over **1,000,000.**

28 metropolitan borough councils, with populations ranging from **34,000** to **340,000.**

83 county borough councils, with populations ranging from **24,000** to **1,000,000.**

309 non-county borough councils, with populations ranging from **900** to **167,000.**

572 urban district councils, with populations ranging from **760** to **184,000.**

475 rural district councils, with populations ranging from **1,400** to **135,000.**

The urban district of Newcastle Emlyn, with a population of 762, has wider powers than the rural district of Grimsby, with a population of 135,000.

The borough of Montgomery, with a population of 900, has wider powers than the urban district of Harrow, with a population of 184,000.

The county borough of Canterbury, with a population of 24,000, has wider powers than the borough of Ilford, with a population of 167,000.

Is this the most sensible system of local government the combined brains of the British people can devise ?

conduct of one service by an unnecessarily large number of individual authorities. It is this factor which has been too often overlooked by those who think regionalism the sole key to a local government reconstruction. It is equally important to ensure that, as far as possible, all services can be handled as the complex which in fact they are. Incidental to these major elements in the problem is the factor which has recently been noticed by many observers, that the newly developed areas are, under the existing system, left without any civic integration and have, in consequence, been tardy in developing " civic sense."

Dead-Hand Controls

Closely allied with the re-organisation of local government agencies themselves is the system of central control. This term can broadly be used to indicate two different forms of control. In the first place, the local authorities are free to do only what they are authorised by statute to do, whether the authority be mandatory or permissive. It has been suggested that the preferable system would be to make an approach from the opposite angle and leave the authorities legally free to assume the initiative, and undertake what services and enterprises they thought fit, subject to specific prohibitions or reserved powers. So great a change as this would have obvious political bearings with which the association cannot concern itself. The other form of central control is the administrative control exercised by the departments of Whitehall over the schemes and services of local authorities within their recognized statutory sphere. It is, for obvious reasons, closer in the case of grant-aided services than in the case of services sustained out of local rates, although even here the departments have always been in a position to enforce considerable supervision because their sanction is required to capital expenditure. In many ways, the central departments of state have, in recent years, succeeded in extending control of this kind to points which have already invoked resistance by local authorities. It is safe to say that the local authorities themselves will demand some modification of this type of control, which has in many ways cramped initiative.

For long before the war, the extent of the necessary references to Whitehall had set up a bottle-neck there productive of infinite delay ; and some form of de-centralisation of the state administrative departments was long overdue when the Government embarked on the policy of establishing regional offices of the ministries to work round the Regional Commissioners for civil defence. While no-one will argue that some form of central supervision is unnecessary, it must be said that, in the case of long-standing services at least, the local authorities have passed beyond the point when they require the degree of tutelage to which they are in fact subject. Sustained by their professional and technical staffs, the local authorities have a more realistic knowledge of the requirements of their services, and the conditions in which they must work, than the central officials who exercise this meticulous control, often prescribe the local authorities' plans for them, and who, though they come to control local authorities from the start of their official careers to the end, themselves acquire no experience of administration " in the field." The system must also prompt the question whether it involves a central staffing altogether too expensive in relation to the needs of the situation.

Committee System's Faults

Finally, it is clear that internal organisation of the local authorities themselves will call for some adjustment in future. In its main aspects, their present organisation is determined for them by statutes which have remained essentially unchanged in this respect since modern local government was established by the Municipal Corporations Act, 1835. Its mainstay is what is called " the committee system." Excellent as that is in many ways, the enormous expansion in local government was already revealing its inadequacies, even before the war. The statutory provision that councils, if they do not consider and do everything themselves, which is manifestly impossible, must work through committees, precludes the dispatch necessary in these times, since committees of members who devote only their leisure time to local government cannot be meeting throughout each day. Apart from this, the system itself fails to secure ends which have now become of the first importance. The practice of the committees has largely followed the legal position in which the elected personnel is responsible both for what are matters of policy from the council's point of view, and also for administration ; and, as a result, the committees absorb themselves in administrative detail

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to the neglect of their more vital and natural functions in the sphere of policy.

The system also fails to ensure the application of unified direction and co-ordinating force upon all the council's activities. In theory, the council itself is supposed to exercise these functions, but in present conditions it cannot possibly do so. It is with these considerations in mind that suggestions have been made that the general need in the internal economy of local authorities is for some kind of separate executive organ which, like the Cabinet, can be an executive, directing administration, suggesting policy, and putting forward the budget to the controlling body. The exact solution may vary according to the type and size of the authority, and it is, therefore, evident that a solution to this problem must await a solution to what we call " the area problem " so that we may see what types and sizes of authority will function in future.

RESTS FOR LONDON'S FIGHTERS

How You Can Help

THE recent heavy raids on London, with the arduous toil and strain they have imposed on all civil defence workers, and particularly wardens, firemen, and members of demolition and rescue squads, have greatly increased the demands made on N A L G O's scheme, organised at the request of the London regional commissioners, for providing holidays in the country for these men and women. Up to date, more than 100 people have been given these holidays, and applications for help are now coming in at the rate of four and five a day.

The result has been that, whereas when the scheme was launched the association had more offers of hospitality than civil defence workers wishing to take advantage of them, that position has now been reversed. So far, the " burden "—though, when one contemplates the heroic and self-sacrificing labours of these workers, " privilege " would be a more appropriate term—has been borne by about 60 hosts and hostesses. They have shown real hospitality, as the following typical letters from their guests indicate :

From an East Ham deputy post warden :

" Mr. and Mrs. S—— spared no effort to give us a wonderful time and make us thoroughly welcome and comfortable. Their large fund of local knowledge was always at our disposal, so that we were able to enjoy to the full the charm of the most beautiful spots in the surrounding countryside."

From a Finsbury rescue party leader :

" I must tell you what a really fine holiday I am having. The peace and quietness of the country and the freedom from air-raids are enabling me to have what I so much needed, a complete rest.

" Of the kindness of my host and hostess I cannot speak too highly. Everything possible for my comfort and enjoyment is provided . . ."

N A L G O needs more offers of hospitality from areas near London. While many have come from generous folk in Scotland, and the North and West of England, few London defence workers can afford the fare to such distant places, nor, since they can rarely obtain more than a week's leave—and often only two or three days—could they spare the time for a long journey.

We urgently appeal, therefore, to N A L G O members and their friends living within 100 miles of London and ready to show in this way their gratitude to men who are nightly risking their lives in London's battle, to get in touch with the general secretary at 27, Abingdon Street, Westminster, S.W.1.

Must We All Be Blitzed Before We Learn ?

ITCHIE CALDER, writer of this outspoken article, has probably experienced more "blitzes" and seen more of civil defence ork in action than any other man in the country. For two years before the war he was a member of the Labour Party .R.P. Co-ordinating Committee. Since heavy raids began he has, as "Daily Herald" special correspondent, visited practi-ally every "blitzed" area and has written many articles and three books—"The Lesson of London," "Carry On, London," and Start Planning Britain Now" on what he has seen and learned. His views, therefore, carry weight, and his article, summing up he position of the post-raid welfare services to-day, will, critical as it is, be of interest and value to every local government officer.

T took us a long time, and a lot of blitzes, before we discovered that the people ho run our local government were human, nd, being human, that they were just as able to feel the strains of a heavy bombard-ent, to triumph over them or crack under em, to have homes and friends and lives to se, to have nerves and emotions and limits o their endurance. They were flesh and blood nd "Front Line civilians" like the rest f us.

By "we," I mean the rest of the community, ncluding Whitehall, which talked of "the achinery of local government" as though t were built of armour-plated steel, and ublic critics like myself, who saw and attacked he failures of local government.

This is not an apology for such criticisms. My concern was with the victims, not only of he bombs, but of official neglect. And there were plenty of instances of that. It was not for me to stop and argue whether it was the fault of Circular X.Y.Z. and not of the town clerk or the public assistance officer. It was my job —or so I conceived it—to get mistakes and abuses put right as quickly as possible. To save thousands from suffering was more important than saving the faces of officials or of Ministers.

From the outset, even while I slammed local government in print because it failed to meet the need, I was always conscious of the facts. It was apparent to any of us who con-sidered A.R.P. before the war that far too much was being thrown on to local government. In the light of peacetime expediency, and of jealous public opinion, the architects of civil defence had the excuse of "local self-deter-mination." But even then, surely, it was apparent that you do not transform a humdrum town clerk into a hustling dictator of civil defence merely by giving him the title of "Controller," any more than you transform peacetime local government into a war machine by saying "Abracadabra." It was as much a makeshift as hitching the fire pumps on to ramshackle, second-hand taxicabs.

Even more preposterous was the idea that you could do all this with limited peace-time personnel, not even properly protected from the depredations of the fighting services. In fact, pushing it on to local government was just Whitehall's idea of creating an alibi for its own shortcomings. The number of times I have been told by government departments and Ministers themselves, "But that's the job of local government."

The idea of government by circular was still more ridiculous—the delegation of phrasy powers with emendation, contradictions, revocations, and circumlocutions. In blitz situations I have seen the glassy look which came into the eyes of local officials when you asked them why they were not doing so-and-so, and they said they had not the powers, and you retorted: "What about Circular X.Y.Z.?" I have a confession to make—I invented circulars! When something was crying out to be done after a blitz, and the overwrought local officials were past referring to files, I just referred them to a non-existent circular which allowed them to do what was necessary. I don't know whether they can surcharge me for all the evacuation vouchers I got for old-age pensioners ahead of the Ministry of Health authorisation! In London, circular-bemused officials, in the early days of the blitz, were bewildered as to their billeting powers or the relation of those billeting powers to those of the London County Council.

I should want to be the first to pay a tribute to the way in which, after the first shattering effects of the September blitz, with its exposure of all the weaknesses, both of the arrangement and of the machinery (and not infrequently of individuals in local government), the London authorities and their officials recovered and justified themselves. Not the least important factor was the way in which the Ministries were stampeded into correcting their own blunders—blunders which had crippled local administration. As you know even better than I do, most of those blunders had been pointed out by live local administrators before the raids started.

This recovery of London, this learning of its own lesson, made it all the more lamentable and, I would suggest, even criminal, that provincial authorities had shut their eyes and stuck their heads in the sand. It was part of my job, in the interval between the London blitz and the switch of the Luftwaffe to the provinces, to go round and stress, from my own experience, the obvious needs and the obvious weaknesses. I saw both regional and local authorities.

It was not merely that what had happened in London seemed as remote to them as the Middle East, but that they seemed complacently convinced that their areas could never become a target for the savagery which had ravaged London. I have never heard so many specious wishful-thinking arguments as those put forward in town after town as excuse for inadequacy or as an invisible umbrella.

I was told of meteorological conditions which I never knew existed, of radio beams which faded conveniently just short of their boundaries, of geographical formations which provided a cloak of invisibility, etc., etc., etc.

Then came Coventry. We saw, then, what happened when a concentrated area was "Coventrated." It should have shattered illusions, but they persisted. Since then we have had Birmingham, Bristol, Sheffield, Merseyside, Manchester, Southampton, Portsmouth, Cardiff, Swansea, Clydeside, Hull and—worst of all—Plymouth. I think I am

DO YOU AGREE ?

To meet the "earthquake situation" created by a heavy raid, Mr. Calder calls for:

Mobile local government—*flying squads of "blitz-hardened officers" who would move at once into the area and take over until the local staffs had recovered from its effects;*

Trained Food Detachments *in every town, able at once to take over all the feeding arrangements;*

Regional Welfare Boards, *to administer all the post-raid welfare and transport services over a wide area, pooling resources, mobilising the unscathed districts to the help of those which are stricken, and organising mutual aid on the widest scale; and*

Reception-in-Depth, *to cope effectively with the problem of the homeless and the refugees.*

What do **YOU,** who have to do the job, think of these proposals? We shall welcome the widest and most constructive discussion.

Why must bomb victims have to depend on this——

fair in saying that only three of these municipalities—and for security reasons I will not specify them—could claim real credit for their arrangements. There have been improvements won by bitterest experience and forced upon them by tribulation and at the expense of human misery.

Even in Plymouth—a hop, skip and jump away from the French bases—they could still tell me, in their hour of crucifixion: "We never thought it would be as bad as this." And even at that late hour the Ministry of Health was still hesitating about declaring Plymouth an evacuation area. I think the most distressing experience I have had in the blitz—and I have had many—was to see the Plymouth rest centres and the mortuary crowded with mothers and little children, some of them a few weeks old, who had to be bombed and homeless before they could be evacuated.

Frantic Improvisation

Why must everything be left until a blitz has let loose tragedy? Until, with the town toppling around them, local authorities have got to improvise, arrangements which they should have perfected in advance? Why should it *always* be the same story? When, at midnight, as a raid develops, the "Daily Herald" telephones to me to say that the vortex of the attack is some new town, I have that sickening feeling, that certain knowledge, that I shall arrive in the town next morning to find the old mistakes repeated, the same failures, the same betrayal of the people. Feeding, rest centres, billeting, transport, information facilities, evacuation arrangements, reception area arrangements—all inadequate. The same is often true of civil defence preparations, although I am never allowed to discuss them.

I know I shall find the regional authorities holding an inquest, with mutual recrimination. In God's name, is the morning after a blitz the time for inquests—while tens of thousands of people are suffering? I know I shall find the emergency committee in a flat spin; I know I shall find the W.V.S. full of good intentions, buzzing around—too often—like the ladies at a church bazaar, or, in the paraphrase I heard in my last blitz town: "Never has so little been done by so many for so few."

I know that there will be the frantic hunting around for coaches for evacuation, the scrounging of pots and pans, the chasing of palliasses, the setting up of information centres that should have been conceived beforehand, the improvisation of emergency feeding on borrowed oil-stoves or even bonfires, the frantic calling for help from the Army, with whom nobody had ever held proper staff talks, the bickering between the various local committees as to who should do what, and then, after about two days, the fashioning of a working organisation. There have been times when I have been moved to such anger that I have thought the only way to stop the rot was to hang someone. If a sentry slept at his post, or if an officer fails to blow up a strategic bridge, we shoot him.

But whom would we hang? The mayor, as Scapegoat Ex-Officio? The town clerk, or whatever local official happens to be controller? The emergency committee? The P.A.C. officer? The regional commissioner? Or one of the Ministers? Or all of them? I can think of individuals whom I myself reckon rope-worthy, but I should not like the job of preparing the indictment for what is, in almost every instance, a corporate responsibility.

And, as I have said, the morning after is no time for inquests on local failures. Thousands may be suffering as the result of faulty arrangements, but the immediate job is to spare them any more suffering, and not, at that juncture, to allocate blame or pass the buck. It only makes matters worse to start bullying the officials. What is needed is a firm hand, swift action, and clear thinking.

But the people from whom that is demanded are too often raid-victims themselves. That was impressed upon me first at Coventry, and it has been driven home in many other places since. In a concentrated raid, members of emergency committees and of local government staffs have themselves been under bombardment. They may have been out all night on the job. They may have lost their own homes, even their own families. They may be as raid-shocked as the people they are now expected to help. Those who have endured the raid are expected to handle the big human problems of the aftermath.

Their offices have often been bombed out of existence or are inaccessible. Their preconceived ideas for dealing with the effects of a raid may have been blown sky-high.

"Mobile Local Government"

It is because I have seen so much of this that I have argued for "Mobile Local Government." I should like to see squads of blitz-hardened local government officers, who have learned from bitter experience what is required, move into a blitzed town and take over for at least the first forty-eight hours. It would give the local officials a chance to recover and to get to grips with the situation; it would enable the new machinery to get under way if the previous arrangements have been blasted.

There would be no question of superseding the local officials. There need be no reflection upon the local authority concerned. There would be no question of prejudicing any judgment on whether the local machinery had failed. It would simply be "First Aid" in local government.

Such a "Flying Squad" would know, from direct personal experience, what to do. They would know how to set up and handle an information centre, how to get emergency feeding reorganised and rest-centres re-established when the feeding and rest centres have been lost or damaged, and they would know that billeting needs strong-arm action.

As it is, ministry or regional officials go in and, not without friction, do very much what I am suggesting, but their success depends very much upon the force of the personalities of those concerned, and the initiative they are prepared to take. And, as I heard one town clerk protest pathetically, "It is all most irregular!" In any event, it invariably means about two days of bickering and consequent delays.

A blitz on a concentrated scale produces an earthquake situation, which does not allow

——When this should have been ready for them before the raid?

niceties of local self-determination, or for lries, or for working to rules according to book. There is one thing to be considered, that is not the sanctity of local govern-nt, but the clamant needs of human misery. means that ministries, regional depart-nts and local authorities—not only the one ch is blitzed, but its neighbours as well—e to work as a fast-moving team. And I not need to tell you that that rarely happens. ake the case of feeding. There are very authorities which, before a blitz, are ipped to meet the rush of homeless, the d of people who need to be fed because re are no means of cooking, through failure services, and the too-often-neglected needs the civil defence workers and firemen who y have been brought in to help. I am ariably told that the Ministry of Food has n to it that there is abundant food immedi-ly available. But emergency kitchens have be improvised. The Queen's Messengers ive with a fanfare of trumpets and begin ing up their kitchens—kitchens which uld have been there if the local authority d done its job properly in advance.

nergency Kitchens Needed

Then a representative of the Ministry of od is co-opted on to the "Blitz Committee" adviser. He has no plenipotentiary powers. must wait until his advice is asked. Then must impress the emergency committee that re is so much to be done and wait for them say, "Well, you do it." He knows that must establish batteries of composite ranges, ich he has to order from a distance and tribute away from the centre of the blitz. must pick his kitchen staffs at random and d out only by experience whether the willing lunteers are any use at all. He must get mmunal feeding centres going, etc., etc. That a week's work, often under repeated raids. Now, local authorities have no excuse, in the ht of what other towns have suffered, for t providing adequate emergency kitchens d establishing emergency feeding centres. metimes I am told, "Oh, we had ear-arked the domestic science kitchen as the nergency kitchen, but the school was mbed." Experience has made it plain that central kitchen is vulnerable and that tchens ought to be dispersed round the riphery of the town, to supply the popu-tion left in the centre and to help out the rrounding reception areas if necessary. he assurance of the Ministry of Food that ere is abundant food in a blitzed town does ot deceive me. I have too much experience surrounding districts "eaten up" with cust-like thoroughness by the invasion of nofficial evacuees.

rained "Feeding Squads"

Why should not the Ministry of Food, which as its blitz feeding experts, take over in a tuation like that without arguments and ithout having to coax the education com-ittee, the public assistance committee, and he *ad hoc* emergency feeding committee to ake their share of the cost of establishing itchens? I know that one depends for grants pon the Board of Education, another on the Ministry of Health, and the third on the Ministry of Food. There is a war on.

Why should we not have food detachments n every town? These should be trained squads, s much a part of civil defence as the A.F.S., he A.R.P., the first-aid parties, and the rest. They should consist of a nucleus of full-time workers (we cannot rely upon part-time olunteers, however willing) capable of run-ing the kitchens and staffing the centres.

But food is only part of the vast and complex roblem of welfare, of which the homeless are till the most important section. It was be-ause the failure of the welfare arrangements, f appreciation of the human factors, was so omplete in London in September that I lamoured then for a Regional Welfare Board.

(Continued in next column)

FRONT LINE CANTEEN IN LONDON

How London local authorities feed the front line firemen is described in this vivid article, written after a recent heavy raid, by ERIC J. LOVELOCK.

IT had been a heavy raid. I opened the shutters. It was a glorious morning. The frost sparkled in the early sunshine, and the cuckoo was calling to a cloudless sky. But on the horizon a great white cloud bellied out like a sail. Smoke, fifteen miles away—it must have hung in the air at least five miles up—smoke over London.

I was on duty that day in the control centre of a Metropolitan borough. I cycled the ten miles odd towards that awe-inspiring cloud, growing bigger and bigger every minute. Luckily my borough had escaped damage during the night, but the mobile canteen had been out since 5 a.m. It returned during the morning and we re-stocked it ready for another trip.

At one o'clock the canteen was ordered to report to a fire station in the West End, and I was one of the crew selected to go with it.

(Continued from preceding column)

I am still clamouring, because experience of each blitzed town in succession has only confirmed the need, in my opinion. I do not know any municipality which is self-sufficient (although some of them are damnably self-satisfied).

Whenever I follow the homeless out of a blitzed town into the surrounding areas, I think of the fate of the neutrals in this war. Each neutral country has considered itself immune. Each has refused staff talks or to consider plans of mutual assistance in advance. That is true of reception areas in this country.

No attempt has been made to organise "reception-in-depth," to borrow a phrase from military tactics. Rarely, if ever, do receiving authorities visualise what will happen when the throngs of a bombed area descend upon them. Rest centres are primarily conceived as sanctuaries for their own people. Sometimes they are not even equipped for that, and there has to be a frantic chase round for crockery, palliasses, etc. Local autonomy refuses to recognise that it is just part of the much bigger picture of national emergency. Local authorities seem to create invisible moats between themselves and the possible target areas. They even allow petty jealousies to corrupt the arrangements. I have recently encountered an instance where a pre-war extension of boundaries which had encroached upon an outside authority had left so much bitterness that, at first, the outer authority obstructed the arrangements for receiving the homeless.

All this is intolerable. There must be mutual aid on the widest and most generous scale. It must be done through some sort of regional welfare board, pooling the resources of all the authorities in the region, having powers to make ample rest centre provision, possessing overriding authority in billeting and requisitioning of houses for the homeless, initiating schemes (and more than paper schemes) for feeding evacuees, constructing hutments or temporary settlements, and supervising the transport arrangements both for evacuation and for enabling essential workers to get to and from their work in bombed areas.

If we do not get something of the kind quickly, recurrent blitzes will produce confusion which will have serious effects on our war effort.

Recent experience has only impressed me with the urgency. It took nine months of fire devastation to convince the Government of the need for a national fire-service, to make it see that parochial pride and parish fire-pumps are impossible.

How many more months and how much more misery will it need to convince the Government and the local authorities that that is equally true of the welfare services?

I was surprised to see how small the damage was until we got well into the central area. Here, diversions were frequent, and sand heaps in the roads told the story of incendiary bombs extinguished.

At last we reached our rendezvous and reported at the local control. There was some delay while the tired-looking A.F.S. girls endeavoured to contact their units. Great numbers of men and appliances had been drafted in to supplement the normal complement of the station, and some difficulties in feeding the men were inevitable. The greatest difficulty appeared to be in finding when they had last been visited by a canteen.

Eventually, we were told to report at a "major fire," where the men had had no refreshment since 8 a.m. We bumped over fire hoses and rubble to the scene and served about sixty men. The fire was still blazing, but the men were cheery, though hungry and thirsty. They had been on duty since ten o'clock the previous night.

Hazardous Journey

Reporting back to the rendezvous, we were then sent to another fire station in a central district. They were glad to see us, and we were soon at another fire, bigger than the first. The heat and smoke were troublesome, but not so bad as the lumps of debris on the road. We served the men, then heard that another group "round the corner" had not had anything to eat all day. I went in search of this group, picking my way through great mounds of masonry between gutted buildings in the basements of which fires still burned. Even the wood blocks in the road were smouldering, and I had to walk in the middle of the road to avoid the lumps of brick and stone which continually fell on to the pavements. I found my firemen and went back to fetch the canteen. We made a roundabout journey and finally pulled up in a narrow street.

Great lengths of hoses snaked away into the smoke. From tall ladders, men perched above the buildings poured streams of water into blazing masses of indescribable rubbish which last night had been office furniture. The men here had not been fed since the previous night, and were indeed grateful for the fare we provided. An R.A.F. officer came by and gave them a packet of cigarettes. There were not enough to go round, but a sergeant in a Guards regiment made up the deficiency. The men were very busy and short-handed, too, and, lest any had missed the arrival of the canteen, one of my helpers went along the blazing street to let them know we were there.

"The Spirit of London"

We had moved the canteen about twenty yards away from the fire, since part of a building seemed likely to collapse on it, and parked outside a church hall. An old lady was sweeping the pavement in front of the hall; she could hardly walk, even with the aid of a stick, but as there was to be a service later in the evening had come to tidy up the place. "The spirit of London," commented one of the firemen, as she insisted on finishing her sweeping before accepting a cup of tea.

Throughout the whole day I heard no grumbles anywhere, with the single exception that "we could have saved so-and-so building if we had had more water"; no grumbles about the food; no grumbles about the long spells of duty; no grumbles about the work to be done; no grumbles about the catastrophic devastation. Instead, grateful thanks for the food and drink, jokes about the fires, jokes about the war, and hopes that our boys would "give them plenty of this sort of work to do in Berlin."

A Service Every Town Should Have

EAST HAM'S War Damage Information Bureau is a model of its kind. At this central office, victims of bombing are met by a receptionist chosen for her courtesy, tact, and ability to direct them to whatever source of help they need—all on the spot.

In one room (left) the W.V.S. fit out with new clothes those who have lost everything. In another (above) re-housing officers provide those who are homeless with billets or new homes.

In this room, officers arrange for first-aid repairs to damaged houses and the removal of furniture. There are five more rooms, where bomb victims are given financial aid, told how to make claims for compensation, and given advice on every "blitz" problem.

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How YOU Can Fight Invasion

An invading army can be hampered by the official who refuses to admit defeat" declares TOM WINTRINGHAM, former der of the International Brigade in Spain, whose ideas on defeating modern Blitzkrieg tactics have largely influenced the velopment and training of the Home Guard. In this article, specially written for LOCAL GOVERNMENT SERVICE, *he suggests some of the things local government officers could do to help our own forces smash a German invasion of Britain.*

N invasion of Britain by Nazi forces has now been a possibility for almost a r. The possibility increases ; and clearly invasion for which the German General ff has had a year to prepare can be far re formidable than anything they could e improvised last summer.

Resistance to invasion is not simply a tter of action by sailors, soldiers and air- n, by the Home Guard, and by others who arms. It is also a question of resistance, ording to their powers and the oppor- ities available, by all citizens, and par- ularly by those who have some responsibility control over the lives of others. An invading my can be hampered by the unarmed ilian, and particularly by the official who uses to admit defeat. Either negatively or ively, he can make the work of that army ore difficult. On the other hand, an invading my can be helped by citizens or officials who lieve that they can mitigate the severity of emy action by accepting defeat, and by collab- ating, however unwillingly, with the invaders.

Decisive Part

During past invasions of various countries, e action of local authorities has often had a nsiderable effect. Napoleon's troops con- ering Prussia after the campaign of Jena nd at the gates of any Prussian town a vile mayor or local big-wig, ready to hand er the keys of his town, and behind him nging officials ready to organise any re- urces the town might possess for the aid and mfort of the invading Frenchmen. Napoleon's oops invading Spain, on the other hand, nd towns empty and sullen, all portable ods hidden, all officials utterly ignorant of erything ; and they would often find that e local government of a town had retired to e mountains to act as an organising centre r guerilla war. The Spanish resistance to apoleon's conquest was, because of the eakness of the central government of Spain, incipally organised by local Juntas formed om various political groupings and from the cal administrations. It is unlikely that in itain the local authorities will have so large part to play, but their role may be of almost cisive importance if a German attempt at vasion secures a considerable foothold on ese shores.

Before considering what can be done by cal authorities and by individual officials uring the invasion itself, it is worth while oting that there are many things they can do ow in preparation for an invasion. They ay even be able to make some progress in the gging of shelters, desirable against air ttack and essential against an invader. Their ork today is increasingly controlled or irected by government departments, and ney are not often in a position to take any old initiative in the directions I suggest. But ny administrator is, in fact, able to choose hich project he will consider more urgent, hat local modification of a plan he will insist n, and what he can do to prepare himself and is office for future needs, which he foresees, ven though these needs are not yet covered y instructions or regulations. On these lines, me progress may be possible in many areas f local government. The direction of this rogress will be dictated by our idea of the erman invasion and what we can do about it.

Take, for example, the case of gas, electricity, ater, and highway engineers. It will be seful for the official controlling the function- ng and repair of such services to prepare not nly emergency measures for keeping these services functioning throughout the whole of his area, but also for restricted services, under heavy bombardment, which can be localised within part of the area. It might be fatal under conditions of air bombardment and raids by enemy airborne troops to try to repair each break in the gas mains in accordance with the normal order of importance of these mains, or the danger to property arising because they are broken. The engineer must understand that certain parts of his area are important for resistance, and other parts are relatively unimportant. The important parts are, first, the area in our own military occupation, and, secondly, an area, which may be the same, where communal kitchens can be established most rapidly and conveniently, and where refugees can be gathered.

In the same way, the water engineer needs to have an idea of his emergency duties rather different from the idea that governs his actions during normal circumstances or even during an air blitz. He must plan to give the fire-fighting services the best possible supply of water, as during an attack from the air ; but clearly he must concentrate his repair parties during an invasion on making this supply available as continuously as possible to built-up areas which are centres of armed defence, and secondly to those areas in which considerable excess populations must be concentrated. It will be useless for him to work at getting a water supply available for his whole area if part of that area is in fact, or is likely to be, evacuated for military reasons. And his plans must be flexible ; our own army's dispositions and the movements of population may change from hour to hour in the sway of the fighting, and he must try to alter his water supplies accordingly.

I understand that a water engineer normally knows all disused wells in his area, and all sources of water from which supplies can be improvised. I have always recommended that the Home Guard should get in touch with their local water engineers to discover the location of such sources, and the steps necessary to make them available. The Germans are not likely to be permanently hampered by lack of water in this country, but if the normal services are broken by bombardment and local sources are hidden from them, they may be temporarily hampered. Lack of water supplies in an area occupied by the enemy may make things very difficult for our own civilian population, and may cause the destruction of much property by fire. But, in fact, the sufferings of the civilian population will be lessened if the German invasion is rapidly defeated, and will be increased if the period of occupation is prolonged. It is, therefore, both legitimate and useful that water supplies and other services should be restricted in areas the Germans occupy, and that information about these services should be treated as military secrets, being given to our own fighting forces but witheld from the Germans. In some cases it will be useful that the identity of the man who knows how these services are operated, or can be repaired, should be hidden from the invaders.

SIX THINGS YOU CAN DO

Here are six things Tom Wintringham suggests the local government officer can do to beat the invader :

NOW

- **Start building shelters, concert plans with the local military authorities, and adapt local projects to fit those plans . . .**
- **Prepare to dislocate gas, water, and electricity supplies in an area occupied by the enemy, while maintaining them at full pitch in the areas occupied by our own forces and evacuated civilians . . .**
- **Organise voluntary help for emergency feeding and housing of refugees . . .**

IF INVASION COMES

- **Treat all information about emergency services—such as disused wells—as military secrets, to be disclosed to our own forces but withheld from the enemy . . .**
- **If forced by the enemy to carry out certain duties, do them in such a way as to defeat his purposes—even at the risk of your life . . .**
- **Disobey all orders to cease or decrease resistance which have been extorted by enemy action.**

Co-operate with Home Guard

Effective working of resistance of this sort implies close co-operation between the local government officers and competent military authorities. In many areas, the local government officers will find that our Regular forces are moving too rapidly during action to be able to give consistent guidance on the detailed local points arising. When they can get instructions from the Regional Commissioner or his deputies or from officers of the Regular Army, they will naturally try to carry out these instructions to the best of their ability. But in many cases they will not receive such instructions at the critical moments, and they will do well to consult the local command of the Home Guard.

An enormous amount of voluntary help will be available to local officials who try to keep things going for their own people and at the same time are resisting the invader. The problems they will have to meet will be far too great for them to deal with by their usual staffs and methods. And voluntary organisations, such as groups of housewives organising emergency rationing and feeding schemes, will spring into being. Local officials will find it impossible to do their own work well without stretching their rules and customs to the limit in order to co-operate with these emergency volunteer bodies ; and in many cases they will do their work best if they mobilise volunteers to create such bodies. Their example in this case might well be the Lord Mayor of Warsaw, who mobilised the voluntary effort of the citizens of that capital and of the soldiers within it in such a way that Warsaw put up a longer and more stubborn resistance to the invader than the whole Polish field army.

An order given by a British general who has been captured by the enemy will obviously not be obeyed by his subordinates who still have freedom of action. In the same way, the order to surrender, or to cease resistance, or to " maintain order and protect property " when this means ceasing or decreasing resistance (from whatever source this order may come) should be considered as an order extorted from some official or authority by enemy action. It should not be obeyed. Any

(Continued at foot of column 3, next page)

How Should We Rebuild This?

By D. E. E. GIBSON, M.A., A.R.I.B.A., City Architect, Coventry

AS a result of the widespread destruction of our cities by enemy bombing, extensive reconstruction is inevitable on the cessation of hostilities. With so much rebuilding to be done, it would be incredible folly not to plan ahead to provide cities designed for the future health, amenity, and convenience of the citizens.

The work before us is of such proportions that the supply and organisation of skilled labour, manufacture and control of materials, and the financing of schemes will be problems of the first magnitude.

The problems arising from reconstruction are set out below as briefly as possible, under the headings of: (1) planning, (2) labour, and (3) materials.

(1) **Planning.**

The futility of reconstruction without recourse to a preconceived plan was well illustrated by the rebuilding of London after the Great Fire, when each owner re-developed his own site as quickly as possible, without thought for his neighbour or the wider needs of the community as a whole, in direct opposition to the advice of that great planner, Sir Christopher Wren. Had Wren's plan been carried out, London would have been one of the finest capital cities in the world today, and the present incredible state of congestion in the City would not have arisen, with its consequent waste of time and money, and its deleterious effect on the health of the inhabitants.

Another lesson to be learnt from this example is the necessity of adequate legislation to enable the planner to carry out his task and to make possible the best solutions. Town Planning legislation has developed considerably in the present century, but is still inadequate for the purposes of post-war reconstruction.

The primary needs to-day are for a Minister of Planning to direct the preparation of a National plan governing such fundamentals as the siting of industry, the movements of population, the lines of arterial and motor roads, the co-ordination of transport generally, and the preservation of agriculture and national parks. The broad outlines of the National plan could be expanded in more detail by Regional plans prepared under the direction of Regional Commissioners on the lines of the present Civil Defence Regions, and, finally, detailed plans for our cities and towns, drawn up by the local authorities themselves, with their intimate knowledge of local problems, subject always to the control of the national and regional interests.

The preparation of a national plan would simplify the task of the local planner to an enormous extent. He would know within narrow limits the size of town to plan for, the type of industry to be housed, whether a trunk road would approach his boundaries or not, whether to allow for a spread of the existing town or to plan for satellites or new towns.

Further legislation is also needed on compensation and betterment, and it is encouraging to note that the Minister of Works and Buildings is at present engaged on an investigation of this problem through the Uthwatt Expert Committee, and of the problems of reconstruction through the test plans being prepared by some of our more devastated cities. It is essential that an indication of the new legislation be given soon to enable planners to prepare their schemes in advance of construction.

(2) **Labour.**

The cessation of house building, as in the last war, and the additional shortage of houses, shops and public buildings created by bomb damage, will create a tremendous demand for new building after the war and, in consequence, a great shortage of skilled labour in the building trade. Government control of the available men will be necessary, so that they may be usefully employed in the national interest. Schemes must be prepared for the training of Army men for the building trade, preferably before demobilisation, while the teaching of youth leaving school could well be undertaken now in Government training schools, or by employment as apprentices on civil defence construction. Labour conditions, such as rates of pay, status of tradesmen, and loss of work during adverse weather, should be settled now to avoid post-war labour troubles when they can be least afforded.

(3) **Materials.**

In addition to a shortage of labour, a considerable deficiency in the supply of materials is to be expected. This can be met by the development of new forms of construction, using such materials as light metal alloys and other metals which have played such an important part in the development of aircraft. The extensive use of pre-fabrication would save time and labour, would provide employment for the engineering workers now being trained for war production and, with a little conversion, would find a use for the shadow factories after the war. Standardisation in building forms would result in a considerable saving in time and a cut in wasteful methods of production; a well-designed standard can be a very good thing if used intelligently, with the avoidance of monotony kept in mind.

Finally, I would say that if we are to realise our ideals, our legislators must act quickly. We must have the machinery available to prepare our plans for rebuilding before the cessation of hostilities or the rush of post-war development will overwhelm us, as after 1918, with all the consequent inconveniences of the spread of our cities and the evils of the speculative builder uncontrolled. These are issues which, in their ultimate working out, will affect every one of us, and they should be of absorbing interest to the younger generation, especially those in public service.

FIGHTING INVASION

(Continued from page 129)

official who, having the power to do otherwise, actually aids the invader to administer the territory and population temporarily occupied is thereby "giving aid and comfort to His Majesty's enemies." He is, therefore, a traitor, and is likely to be treated as such by most people in this country.

On the other hand, the official forced at the pistol's point to carry out certain duties which may help the invader can, if he has his wits and courage about him, do the job that they force him to do in such a way that it is not effective for their purposes. Such a man is risking his life, and in so doing is fighting as a soldier for his own people. There will be many such officials in Britain if the Nazi invasion comes.

Local Government CAN Help Industrial Reconstruction

By LEONARD FLETCHER, industrial development officer, Grimsby, in this article, describing what one authority done to save the industry of its town from threatened extinction and suggesting that by the adoption of close liaison on similar lines, local government can play a big part in the reconstruction of industry after the war.

HOSE who are mindful of the shelved report of the Royal Commission on the ographical Distribution of the Industrial pulation will ask to what extent the Com-sion's recommendations may be embodied he post-war reconstruction programme. qually, N A L G O's own commission on t-war planning may reasonably be expected oncern itself in a measure with the relations ween local government on the one hand l industry and commerce on the other. The structure of local government must, ely, provide not only for the continuance of t close liaison between the municipality and ustry which obtained in many towns before war, but also for the increasingly close ociation between the two.

There will be in post-war Britain—as there re before 1939—critics who will question wisdom or the necessity for this liaison. ey will ask why a section of the community ich is relieved of 75 per cent of its just dues d demands by way of local rates should be en preferential treatment by the appoint-nt of a local government officer to assist d advise, and they will point out that the ailer is given no such assistance by the local thority, and that there is no one corporation icial to consider the welfare of the workers. The answer is that industry is the life blood the community; that local industry, ectly or indirectly, provides by far the eater part of the money that pays the local es; and that without the local industries in any towns there would be no need for re-lers, no workers, and, in fact, very little pulation.

Consider, then, the influence of local govern-nt on industry and of industry on local overnment after the war.

The Ideal Town

It has been maintained in authoritative arters that the ideal industrial town will ve a population in the region of 50,000, nd that it is wiser and better to build satellite wns, each with that unit of population, than continue the pre-war policy of planting dustrial estates on one edge of a city and rden residential suburbs on the other.

Each unit-town would be a self-contained mmunity, with its own local government, s own corporate life, its own industrial centre fficient to employ the workers among its 0,000 population.

With the unit-town in mind, the planner ould not excusably err. In that unit-town, re-oved by some miles from the nearest other entre of industry and population, a corporate pirit and a civic pride would have greater hance of growing and blossoming forth than n the large cities and groups of towns of up to ,000,000 population. In such a town, industry nd local government would progress side by ide. Principals and workers alike would be ellow-citizens, meeting on a common ground fter working hours. There would not be the quivalent of the employers hurrying from eeds and Bradford (as if they were evil things) o well-planned villas in Harrogate and Ilkley, while the workers spent their leisure hours in ouses overshadowed by the factories in Burmantofts and Bowling Old Lane. There would be a chance—I put it no higher—for a desirable community of interest, a seeking by employers and employed for ways and means of achieving the better and then the best.

Hitherto, industry has been subject to local government control only if it came within the category of offensive trades, or because the plans of the proposed buildings were submitted for approval. Is that to be the only control in the future? Is local government—even without powers of control—to take no more active interest in industry?

Increasing numbers of cities and county boroughs in recent years have appointed industrial development officers, variously described as publicity officers, development officers, and information bureau managers. Others have grouped themselves together into area development boards, one of the pioneers being the Tyneside Industrial Development Board (with which I was associated for some years). Whether individually or jointly operated, those industrial development departments have operated to the advantage of industry by aiding existing industries and making smooth the path for new industries.

In one town which was threatened with something approaching industrial extinction when war began in 1939, the corporation industrial development officer went further than any of his colleagues. The times demanded drastic action. Working always as a corporation official, backed by his committee and its chairman, he convened a conference of the heads of 22 firms engaged in one industry, formed them into an industrial group and took their technical representatives to the appropriate supply Ministry with the one object of securing employment for his town. He stated his case not on compassionate but on business grounds, and the technical details were enlarged upon by the trade's own representatives.

Within a few weeks, the first Government contract, valued at £89,000, was received. Before that first contract had been received the corporation was encouraged, through its industrial development officer, to take in hand another industry, this time represented by 33 firms, and again they were grouped together and contracts secured. Then a third industry, this time with nearly 40 firms, was similarly grouped.

There things seemed to be at a standstill. Three industries had been presented with joint marketing schemes. But then came along four firms in another industry with a request to the corporation: "Will your development officer do for us what he has done for the others?" Suggestions were made and a fourth industrial group was formed.

At first, ingenuity was taxed to make the right approach in the best quarters, but matters progressed so well that, after the first few months, contracts and sub-contracts came through more or less automatically, and, in fact, one of the groups has been in the enviable position of having to refuse some hundreds of thousands of pounds worth of contracts.

Destitution Avoided

The result of all this has been that the destitution that was feared has been avoided, and the industries have learned to appreciate that the corporation is willing and able to help them. The industrialists' queries and problems that previously went unanswered and unsolved are now taken to the municipal offices. The industrial development officer is, in fact, the liaison between local government and the industrialists.

Recently, in another related capacity, he appealed to the industrialists for personnel for salvage crews, for workers accustomed to work at a height to supplement the building trades' own roof-workers should the need arise, and for other assistance. It was forthcoming immediately.

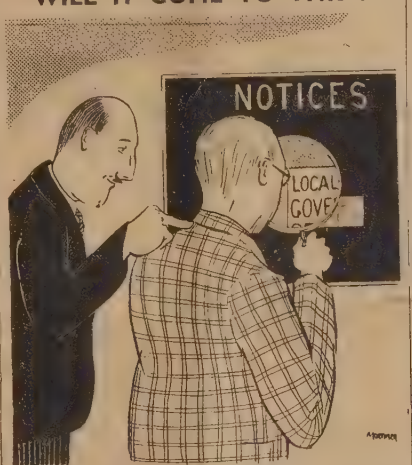
There is no clash in this work between the corporation official and the Chamber of Commerce, although it may be difficult for the onlooker to understand how overlapping is avoided. In fact, the industrial officer is a member of the council of the local Chamber of Commerce.

But—and I seem to have strayed from that original point—is not this liaison between industry and local government going to be a vital factor in post-war reconstruction? Cannot local government, without danger of being accused of interfering in the business of other people, play an important part in assisting local industry in the immediate post-war upset?

If, as in the instance mentioned, local government could assist industry so very effectively in adjusting itself to circumstances changed by the war, cannot local government prove equally effective in the conditions that will be changed by peace?

I believe that it can, and I trust that the N A L G O commission on post-war reconstruction will not confine its deliberations to the very ordinary, everyday, obvious, and accepted duties of local government, but will also consider very seriously the close link that must of necessity exist between local government and local industry. Its terms of reference should be sufficiently comprehensive for that.

WILL IT COME TO THIS?



"After you with 'L.G.S.,' old man."

We certainly hope that it will never come to this, and will do our utmost to prevent it. But, already, some rationing of copies of the journal has become essential, if we are to maintain existing standards of interest and value, and this month branches are being cut to 70 per cent of their normal supplies. Will members who receive a copy of the journal help to make this experiment a success by sharing it with colleagues who do not, or by returning it to the branch secretary when they have read it?

A "VACCY" LOOKS AT BILLETING

We have all heard and read a great deal about evacuation and billeting, its failures and successes, but little of the views of the evacuees themselves. Here, a London mother, intelligent and adaptable, describes her own experiences. They were not happy and brought her up against some unpleasant people. But she has found compensations, and concludes that it will have been worth while, despite the hardships.

I WAS holidaying by the sea with my two children when war started, and, obeying wireless and Press advice, did not return to London, but reported to the local billeting officer (I had registered under the Government scheme some months previously). At our first billet, my hostess was kind and we were getting on well together. After a few days, however, a family of relations in distress descended on her, and we had to apply for other accommodation. The billeting officer was most disagreeable at having to re-billet us, although well aware of the unavoidable reason. After much grumbling, however, he sent us to live with an old man (whom I discovered was much disliked in the town). He interviewed me as if I were a servant applying for a job and installed us in a kitchen-living room, which had apparently been used as a junk room.

I worked hard to make it habitable and as comfortable as possible. My host refused to provide anything for our use, and was consistently disagreeable, rude, and sometimes drunk. I had heard that no housekeeper would stay, but I tried to help by doing all mending for him and his son, and I looked after him when he was ill. He refused to let my husband stay one night when he came over on an evacuees' excursion, and, altogether, became so objectionable that, after five months, I went to the billeting officer and told him I could stand it no longer. He was cross and unhelpful, saying that if I chose to leave he would not find me another billet, that, indeed, he was not compelled to give me a billet at all, and that he did not consider me an official evacuee as I had not actually been sent there (although he had my registration paper).

I spent a miserable day wandering about, wondering what to do. In desperation, I nearly packed and went home, but eventually thought of appealing to John's teacher, who found us a new billet, with someone who lived alone and was out at business part of the day. In the hope that I should obtain a happy home for the children, I readily agreed to cook for and help my hostess generally—with the result that I did most of the work of the house. My hostess, although sometimes kind, was difficult and moody and took a dislike to John. She criticized my upbringing of the children, which made me, and consequently them, very much on edge.

About this time, an evacuees' club was started. Hitherto, I had been left severely alone. I had talked to local mothers at the welfare centre and Mary's school, but, although pleasant, no one showed a wish to be friendly. I was sometimes lonely, therefore, and welcomed the idea of a club. We were told that it *must* be self supporting. A church room was found at 2s. 6d. a time, and we provided our own tea and met there once a week. But from ten mothers at first, the number gradually dwindled to three, then the club fizzled out at a financial loss, and I was once more left to my own devices.

In any case, I felt that a club with facilities for meeting local people would have been more helpful, and, had this been possible in the early days, more mothers might have settled down away from home.

After a few difficult weeks at my third billet, my hostess announced that she was giving up the house. From previous experience, I knew that it was no use applying to the billeting officer, so I looked for a billet myself. I found what I thought would be the perfect place—a big two-roomed hut in the owner's garden, self-contained and comfortable. Here, I thought, we could be contented and would worry no one; the landlady was kind and helpful and we were happy for the first time since leaving our first billet. But the billeting officer refused to approve the hut as a billet, since we were not actually living in the

"No, Mugglethorpe—you can't have 'Music while you work'!"

owner's house, and told me that I must pay rent.

I appealed to some W.V.S. members who had helped with our short-lived club. They were sympathetic and readily agreed to help, asking me to write out particulars to be put before a committee (I should have done that sooner, had I known of the existence of the committee). Just before it met, however, the "Blitz" started, hundreds of London children arrived, and with this emergency my case was put aside with the promise that it would be looked into later.

Meanwhile, raids became rather frequent, and, having just then let part of our London house, I decided to take a chance and leave the place where I had had so much unhappiness and take the children inland, away from invasion scares.

I took rooms nearer London, my husband joined us, and I was thankful, as I thought, to have finished with billeting miseries. After a few weeks, however, my husband was sent away, our London tenants left, and I could not afford to pay for the rooms myself. My landlady was sympathetic, but did not want to be on the billeting list lest she was sent "awful women from London who smoked," so I reluctantly applied once more for a billet.

This time we were lucky, being sent to a farm three miles from the nearest town. We were received with great kindness and are really happy. We have our own sitting room in which I cook on an oilstove, water is outside, so we are able to live quite independently, which, I am sure, is far the best way.

A daily social centre for evacuees has just been opened at the little town where I shop. This has fulfilled a long-felt want, and should ease the lot of evacuee and householder alike. In the early days, many mothers were driven home by loneliness, but centres of this type should prevent that, easing their problems in many ways. Sharing cooking facilities successfully has created difficulties for many, but, where there are no communal feeding centres, cooking and living independently as I am doing now might solve this problem for some. Even bed-sitting-room cooking might be more successful than sharing a kitchen among many. One unhappy mother told me she paid for board, but did not know if she was a paying guest or servant. Sometimes she was asked to join the family in their sitting room, and sometimes left alone in the kitchen (this also happened to me in my third billet). On my suggestion, she has now found another billet where she is successfully cooking and living in her own room. Also, if more husbands' hostels were started, on the lines of the successful one at Blackheath, I think that more mothers would stay in the country, free of worry about the possible domestic troubles of their husbands.

I am convinced that the billeting of school children in private houses is a mistake. Where I was staying, their reception left much to be desired. When they arrived, the householders chose those they liked best, leaving the "left-overs" to be sent to a hall for the night and compulsorily billeted next day—with results that can be imagined.

This system also leads to jealousy and dissatisfaction on the part of the less-lucky ones. One child I met was with a well-to-do family and having the time of her life, while her two sisters, living with humbler folk, were wildly envious and miserable with jealousy of their lucky sister. Two others told me that they were asking their mothers to fetch them home; they were most unhappy, since their foster mother made it clear to them that she did not want them.

I myself heard one woman remark that if she was made to have evacuee children they would have to look after themselves—she wasn't going to bother. One cannot wonder, therefore, that many mothers soon fetched their children home again.

Some foster-mothers, of course, were kindness itself, and I have no doubt that many children found better homes than those they had left. Nevertheless, I am sure that the most satisfactory way would have been to accommodate the children in hostels with responsible people in charge, and with, as far as possible, their own teachers, so that their education would be interfered with as little as possible. More mothers, I am certain, would part with their children if they knew that they were going with their school.

It is not easy to be a happy evacuee mother, away from home, husband, and friends, but there *are* compensations—the pleasure of coping with and successfully overcoming unsuspected difficulties, the glory of the country-side, the interest of new acquaintances, and, best of all, the knowledge that one is keeping one's children in comparative safety and normality of living, away from the horrors of raids and shelter life. Yes, it certainly will have been worth while, despite the hardships.

OBITUARY

WE regret to record the deaths of the following members of NALGO:

Robert Alfred Hedley, chief clerk of Newcastle-upon-Tyne health department, aged 56. Mr. Hedley, who entered the health department at Newcastle as an office boy in 1901, and was appointed chief clerk in 1933, was a keen supporter of NALGO and of the Newcastle Municipal Officers' Association which preceded it. He also took a prominent part in the formation of the Association of Public Health Chief Clerks, of which he was first chairman, and was a freemason and a member of the Presbyterian church.

Miss F. W. Grisman, of the county education department, Worcester.

ANTED—A NEW TYPE OF OFFICER

War problems will call for a new type of public servant, possessed of greater drive and vigour than his predecessor. R. CHARLES, A.C.I.S., here suggests how he might be produced—by new methods of administration, interchange between government and the civil service, and wider opportunities for the enterprising.

probably safe to say, in general, that in e eyes of most taxpayers and ratepayers, vernment officials are of the same kidney, er of local or central breed. Hence, I ct, Lord Perry's recent indictment of the ervice may be regarded to some extent plicating the local government service.

"Take no responsibility," he said, "is the rstone and keystone of the permanent service structure." The young man on hreshold of life who is attracted by the e he describes as "one whose ceiling of tion is short hours, little work, mediocre undings, and no responsibility, with the ledge that so long as he does not commit utrage he has a cushy job for life, that is no one who can discharge him because upidity or lack of interest in his work; is content to go through life waiting year ear for dead men's shoes to secure pro- on, and whose goal is to reach 60 years a he can retire on half-pay; that in the se of his duties he buys nothing, sells ing, and pays for nothing; he never has hing at risk and therefore lacks that great mpagne of life, the thrill of hazard."

ord Perry, who is chairman of the Ford or Company and a former business ser to the Ministry of Food, is accustomed nass production methods and quick turn- . He expects things to run like clockwork, above all, to run! With this background experience, he naturally chafes at the rent lack of achievement and purposeful ness in the civil service machine.

We Break the Tradition?

Whatever its propaganda value—and it undoubtedly made with the best of ntions—the reiteration of a familiar criti- n may not be untimely, though it may be generous. It does at least provide a basis considering ways and means of breaking tradition.

ir Ernest Benn's answer to it is that "the l service is designed for other purposes. mentality and its method are essentially se of the police. Its purpose is to control, rain, restrict, and prohibit. Circum- ution, red tape, hesitation, lack of respon- ility, lack of initiative—all these things are per and necessary to a civil service doing proper work. The whole service and all machinery were never designed to accom- h anything constructive, and the present mpt to make it perform the functions of business classes is an unnatural one and cause of all the trouble to which Lord ry so rightly called attention."

This does not satisfactorily dispose of the ticism. Whatever may have been the nctions of the service in the past, present nditions demand an overhaul and a revised nstitution. Also, as the character of the vant is largely shaped by the character of service, the two should be considered gether.

ust the Man On the Spot!

The proverbial red tape and circumlocution th which the services are encumbered are ated as a joke—until something vital or rsonal is at stake! As the executive of the vernment, however, the civil service cannot cape liability if, through unbusinesslike thods and the creation of "bottle-necks," hinders the national effort. Better classifica- on of vital needs, more devolution of powers, d more reliance upon responsible local ecialists are called for. With all respect the government inspector sent to make local investigation of local demands, he is bound to require time to assimilate the necessary details and will still be at a disadvantage compared with a native.

As to the future, Lord Reith, Minister of Works and Buildings, has indicated the type

"Blimey—That one nearly got the brewery!"

of organisation which is likely to emerge. "The principles of planning," he said, "will be accepted as a national policy, and some central planning authority will be required in connection with agriculture, industrial development and transport. Some services will be on a national basis and some on a local basis; with issues of devolution of central responsibilities and co-ordination of local ones. The importance of maintaining the independence of local authorities is recognised, but it will probably be found necessary to adjust their present functions to enable certain of their powers to be exercised on a wider basis."

Planning Must Be National

Viscount Samuel goes a step further. He considers that "the new Ministry of Planning and Reconstruction, if that is to be its title, will not be merely a critic and controller of local authorities—its duty will be to initiate and stimulate and, where necessary, to direct."

Mr. Silkin, chairman of the town planning committee of the London county council, asserts that "planning must be national. We cannot leave it to the large numbers of separate local authorities to carry out their separate planning for their own separate areas. In 1931, it was estimated that the amount of land zoned in draft schemes for residential development was sufficient to provide for a population of 291 millions, yet only one-half the country was the subject of draft schemes. That shows the absurdity of allowing small planning authorities each to carry out its own plan. We must have large planning areas."

One of our greatest national enterprises today, that of civil defence, is operated regionally, and the same principle for the public service generally seems to be the next step. Lord Harlech, a former Regional Commissioner, is of the opinion that "the experiment of regional organisation gained in the war will prove an essential part of new machinery in the local and national government of the future."

Thus, the piecemeal development and management of centres of population appears to be doomed. Local authorities will be saved the difficulty and expense of obtaining powers, in the absence of precedents, for the administration of their areas. Entrenched prejudices and vested interests will be over-ridden where they conflict with public welfare. The pooling of financial resources will obviate unwholesome competition between authorities. It is clear that closer collaboration will be needed between local and central departments in all matters of rehabilitation.

Such state services as post office, inland revenue, customs and excise, health insurance and pensions, employment exchanges, and a variety of inspectorates, are in frequent business contact with local government departments and public utility undertakings, yet there is little, if any, administrative contact or co-operative planning under present conditions.

Government by Region

I visualise a post-war regional organisation comprising members of local authorities, area commissioners and their technical officers, and chief officers of local authority departments and public utility undertakings, to determine general principles, and to select from these bodies sub-committees for the working out of schemes. This would provide a convenient centre for the pooling of information and exchange of views, and for contacting neighbouring authorities with interests in common.

The size of such regional units would depend generally on the present disposition of population, on the principle that the plan should fit the people where they are, subject to the modification mentioned below. The siting of our present centres of population arises from the presence of natural or created advantages in relation to industry, such as proximity to sources of materials and power, transport facilities, climatic conditions, etc. Successive generations of workers in those areas have acquired a native skill in their particular craft built upon a community of interest, which the country would do well to foster. At the same time, provision should be made for the lapsing of old industries and the establishment of new ones.

Until the policy of the Government on this subject has been settled, it is premature to consider any detailed working constitution. It is evident, however, that new methods of administration will be needed.

Let Us Bridge the Gap

The linking of local authorities with the central government at so many points in wartime has brought the respective officials into closer contact. Each of the services is getting more insight into the others' functions and technique. It is evident that such contact will be necessary to an even greater extent after the war. *Would it not be wise, therefore, to consider the question of permanently bridging the gap between the civil service and local government departments by a system of infiltration of officers from one to the other, thus liberating for the common good the experience gained in present circumstances, and providing fresh incentive and new opportunities?*

The bugbear of the local government service, from the officer's standpoint, is, for the majority, the lack of incentive due to rigid departmentalism, the comparatively few opportunities for advancement, and the impersonal standards upon which salaries are often based. There would be less dreary waiting for dead men's shoes if more facilities were offered for transfers to different sections of the service or to the wider scope of the civil service. The absence of such outlets is one of the causes of discontent, redundancy, and stagnation.

(Continued on next page)

GIVE WOMEN EQUAL PAY!

Says MARGARET JAMES, member of the executive committee of the Cardiff branch

I SUPPORT the principle of equal pay for equal work because I believe it is a good one, and essential to the satisfactory working of men and women in local government.

In the past, the underpayment of women was justified on the ground that they were not efficient except in the home and that, if unmarried, they did not need to be financially independent, since they were helped by fathers or other male relatives.

(Continued from preceding page)

The staff side of the national Whitley council has recently urged an investigation into the staffing of certain departments so that work may be more evenly distributed, and has suggested the appointment of staff supervisors. I suggest that similar action should be taken in the local government service, on a county borough or regional basis, to consider staff questions and to work in liaison with other branches of the services. Staff supervision is usually left, in the larger authorities, to the town clerk, as chief officer, with the staff associations holding a watching brief over the destinies of their members—any representations being made either direct to the employing authority or through provincial Whitley councils. This somewhat haphazard method lacks a permanent co-ordinating factor, and each authority is at liberty to make its own arrangements.

It is not enough to rely on outside agencies for internal staff economy or for the promotion of staff interests. What is needed is a broader basis of service and more flexible conditions to provide some *incentive and opportunity* for those who are not content to stop in the rut into which they have been unsuspectingly lured. The public are not likely to get the good service they are entitled to expect, and for which they pay, unless the spirit and atmosphere of the service are made conducive to that end.

The most important matters which should be brought under review are,

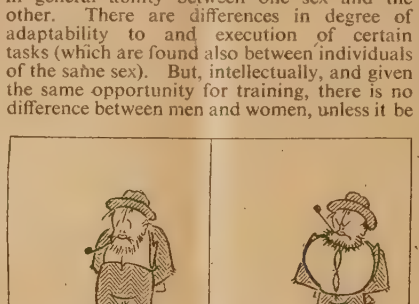
- Methods of recruitment.
- Probationary service,
- Salary scales and emoluments,
- Working hours and recreation,
- Professional education,
- Provision for illness and injury,
- Office accommodation—including lighting, ventilation, furniture, and appliances,
- Division of labour.
- Interchange of staff between departments of an authority and between authorities,
- Appointments registration,
- Public relations, and
- Research.

The first step in this overhaul should be the appointment of staff officers to collect information on service conditions in civil service departments, local government departments, and public utility undertakings, with a view to reconciling differences, selecting the best points from each, and compiling a code of conditions which could be applied in common throughout the respective areas.

In the large county borough and other widespread local government units, staffs are often dispersed to an extent which permits of little personal contact between headquarters and the more remote officers. The treatment of such members tends to become mechanical and sectionalised. This in itself is not encouraging, and may be responsible for undesirable reactions. The position would be mitigated by whole time personal interest and staff supervision on the lines indicated.

The foregoing ideas may not be new, but the opportunity of introducing them is. "Responsibility" will be more readily taken and efficiently discharged by public servants when the system has been invigorated by enlightened ideas.

All this we know now to be untrue. The experiments of psychologists and practical results have proved that there is no difference in general ability between one sex and the other. There are differences in degree of adaptability to and execution of certain tasks (which are found also between individuals of the same sex). But, intellectually, and given the same opportunity for training, there is no difference between men and women, unless it be



GO TO IT!

that in some respects the qualities of a woman complete, or complement, those of a man.

If women are to be allowed the full development of their powers, they need financial independence as much as do men. They have to eat to live and, like men, they cannot live by bread alone, and need something more than a bare subsistence. The fiction that it costs a woman less to live than it costs a man must go.

We have been told many times that the principle of equal pay for equal work is the declared policy of NALGO. But of what use is a principle if it is not applied? A remark made by one of our officers some time ago, that the salaries of male staffs must always be pushed ahead so that those of the female staffs could be raised, leads one to suspect that this policy is a subterfuge used, whether consciously or not, to improve conditions for men while leaving women where they were. Or perhaps the officers of NALGO are too apathetic to put it into practice. It can hardly be that they have no sense of moral responsibility towards their women members. They do not, moreover, lack the necessary imagination. For they have, in conjunction with the Library Association, and playing the greater part in the matter, drawn up scales of salaries for library staffs to which this principle applies. If they can do as much for one section of women officers, why not for all? Perhaps they do not know that in many parts of the country women are being exploited; they are overworked and underpaid. Many men are in similar plight—but the numbers of women so affected are increasing, whereas the numbers of men are decreasing.

It is argued that a man must be paid more than a women because he will possibly marry. But nobody has yet explained why, for years, he should be paid more on account of a problematical marriage and still more problematical children. The final absurdity of this is reached when he is still paid at this rate although his children have long since grown up and left him. These "probabilities" could receive the attention they deserve when they become facts.

On the other hand, the probable marriage of a girl is used as an argument against the payment of even a subsistence wage. Because she might marry she is treated as so much temporary cheap labour, although she might have capabilities equal or superior to those of male employees.

In my own area many women officers are not paid enough to enable them to live decently. The position in general is deplorable. Many find NALGO's endowment and sickness scheme for women above their means. But do those who represent them on the National Council know this, and if they do, do they care about it?

Unfortunately, a similar charge of slackness in this respect could be brought against the men on the staff side of the provincial Whitley council. They have made the mistake of basing conclusions on conditions as they found them, instead of trying to improve the conditions they found.

Much discontent with salaries is apparent among men officers. We all know that there is an ugly gap between extremes of high and low salaries. Where there are two levels of remuneration, employers can conveniently focus their attention upon the lower level and the underpayment of women penalises men, since wage comparisons can be made in a downward as well as an upward direction.

I contend that it is our duty as an association to secure a good salary scale for women clerks, the equivalent, at least, of that applicable to male clerks. Our employers will then enlist candidates for appointments on merit only. Any tendency to employ women who do not regard their remuneration and, more important still, the quality of their work, as matters seriously affecting the status of the whole staff will disappear. At the same time, the problem of over-staffing, with its corollary, under-paying, would be solved.

We are told that NALGO has taken a strong lead in the national Whitley council in securing a satisfactory cost of living bonus. Why cannot it take a strong lead in securing acceptance of this principle, so that women can offer their services on fair terms? Let us take a lesson from the example of trade unions all over the country, which incorporate this principle into their agreements. They cover workers in industries such as the electrical, engineering, boot and shoe, printing, bookbinding and paper industries, transport workers (municipal trams and buses) and others. It is no less desirable that women engaged in local government offices should be given a chance to show their proficiency and then to be remunerated irrespective of their sex. I believe that such a policy would make for stability in staff relationships. It has, I understand, been operating successfully for some years at Leyton, Coventry, Manchester, Newcastle-on-Tyne, Portsmouth, Salford, Southampton, Hendon, and in about 20 of the 28 London boroughs.

It has been said that the generally prevailing differentiation in treatment of men and women in Great Britain arises from our economic and social system. But has the latter proved itself to be the finest that could serve the nation? Our history books may attempt to show it as such, but they ignore the fact that it has denied to women a free and untrammelled development of their talents. It has prevented them from making the contribution that they could and should be making to our cultural and economic life; it has thereby denied them a share in this democracy which we are struggling to maintain. We are a conservative nation, bound by many traditions, but we should be a retrogressive one if we did not change our way of life to harmonise with evolutionary trends. Our national civil and municipal organisations have it in their power to take the initiative. It is their privilege to do so, extending the principle first to the "rank and file" workers, for that is where all improvements should begin.

The efficiency of women clerical employees in local government should be acknowledged. Many are undertaking more and more of the duties left by male colleagues in the Forces. They have shown their anxiety to progress in their occupation; but they still do not enjoy equality of treatment with young men doing work of a similar nature and value.

WHY NOT OUR OWN "T.U.C."?

Mr. J. S. EARNSHAW, treasurer of the Cumberland C.C. branch, in this article, suggesting a non-political congress of all trade unions of public servants, for the discussion of common problems and common aspirations, and the development of a united policy.

ALTHOUGH members may differ on the N.E.C.'s decision to maintain NALGO's independent neutrality by turning down affiliation with the T.U.C., I think most will agree with me in expressing the hope that, however expedient a declaration of neutrality may seem, it should not be made an excuse for the adoption of a policy of self-satisfaction and complacent independence.

One cannot fail to detect in the reports and memoranda issued by the N.E.C. from time to time this rather dangerous note of self-satisfied independence and the absence of any constructive or alternative suggestions. To say the least of it, this is bad psychology since, instead of disarming criticism, it has a reverse effect. A George Washington attitude of "All alone I did it, with my little hatchet" naturally leads one to ask: "What might not have been accomplished by more people using bigger hatchets?"

I was very pleased, therefore, when I came across the following paragraph in the leading article in the April number of LOCAL GOVERNMENT SERVICE.

"Moreover, NALGO can and ought to maintain friendly relations with other trade unions and to co-operate with them in common trade union objects. In point of fact it does, and has done for many years past."

This statement is certainly welcome, but have these friendly relations with other unions assumed any practical or effective shape? Has the N.E.C. any constructive proposals in mind for co-operation with other unions of public servants? Is NALGO's co-operation with the teachers and civil service unions as friendly and effective as one would like?

Turning over in my mind the possibilities of such co-operation, I began to ask myself: Why not a non-political congress of all types of public officers?—a T.U.C. comprising the various unions of local government officers, teachers, civil servants, and the staff associations of statutory bodies such as the Marketing boards, B.B.C., etc., independent of politics, free from the influences of profit-making industry, which, while retaining the independence of each individual union, would meet together as a conference under the appropriate title of P.O.C. (Public Officers' Congress)."

After all, local government officers, teachers, and civil servants are merely different types of public officers engaged in some form of public service. They are all remunerated out of public funds, whether in the form of rates or taxes; their interests as employees are similar; and, while retaining the independence of their respective unions, it seems only reasonable that some co-ordinating body should exist for the discussion of common problems, the expression of common points of view, and research and propaganda in connection with the social services and their relationship to the general public. Think of the power and influence such a congress could exercise both in government and local government circles! It could also make a valuable contribution to post-war planning, and by friendly co-operation might tend to mitigate, in advance, any undesirable effects of possible regionalisation on local government officers.

Some form of post-war regionalisation seems inevitable; it will then be more than ever necessary for local government officers to be on the very best of terms with the civil service. Should we not, then, foster this essential spirit of friendship now by the setting up of a Public Officers' Congress? There is a further important point. It is rumoured that certain statutory restrictions on the activities of civil service unions may shortly be withdrawn. If this is correct, every opportunity should be taken of the freedom of action which such unions would then enjoy by persuading them of the merits of the proposed P.O.C.

Criticism of my suggestions is probable, so it would perhaps be as well if I prepared a few lines of defence against possible critics:

(*a*) The first objection may be that NALGO, with the propensity of a Greta Garbo, desires to remain entirely alone, and the decision of the N.E.C. against affiliation with the T.U.C. supports this view.

Objection to affiliation with the T.U.C. was largely on political grounds, and does not imply that other forms of affiliation are equally undesirable. In any case, NALGO would retain its autonomy; the proposed P.O.C. being merely a congress.

(*b*) Difficulties would arise which might not be easily overcome.

The T.U.C. consists of unions of the most diversified type, and if it can operate successfully, surely it should be possible to establish a successful congress of public officers' unions, which are all of a similar type.

(*c*) Some of the unions concerned might refuse to join.

There is no harm in approaching them; even if some refused there would probably be sufficient who agreed to make a start. No doubt the T.U.C. experienced similar difficulties in its early stages.

(*d*) What specific benefits can NALGO expect from such a congress?

While immediate benefits in such matters as cost-of-living bonus, salary scales, and Whitleyism cannot be expected, co-operation (aided by combined efforts of research and propaganda) is the only effective weapon in the long run. This, I believe, was the experience of the T.U.C.

Possibly there are other objections which I have not anticipated, but I do feel that, while many of our members (probably the majority) fight shy of direct or indirect association with any one political party, they consider that the N.E.C. should take some definite step towards wider and more effective co-operation with unions of similar type, and thus give practical expression to what appears to be their official policy, but which so far seems to have progressed little beyond the embryonic stage of wishful thinking. I suggest, therefore, that the N.E.C. would be well advised to co-operate with other unions in the formation of a public officers' congress now.

In conclusion, I should like to make it clear that the proposed public officers' congress is not intended to conflict in any way with the operations of the T.U.C. On the contrary, it would be in a specially favourable position to co-operate with the T.U.C. in matters of common concern, and would thus strengthen the policy of the N.E.C., which appears to be friendly co-operation with the T.U.C. without committing itself to full affiliation.

THREE REFORMS NALGO NEEDS

This further comment on "Critic's" article, "What is Wrong with NALGO?" in the March journal, comes from E. M. HUTCHINSON, M.A., chairman of the Surrey County Officers branch (who asks us to stress that his comments are personal and are not to be taken as a reflection on the good sense of his executive committee).

THE writers who produce the ragbag of criticism constituting "Readers' Forum" rarely state their qualifications either for attack or defence. Whilst the views here expressed are entirely personal, they are derived from twelve years' membership of NALGO, ten years on and off the executive committees, and five years' honorary office, including two as chairman of a large branch. I am a member of a district committee and a provincial Whitley council, and have attended three conferences.

"Critic's" article started at the top instead of the bottom. It is useless to repair the roof when the foundations are faulty. From a trade union standpoint there is no community of interest between a chief officer and a general grade clerk. Whatever the theory, the chief officer worthy of his job thinks of himself as trustee for the ratepayers. The unworthy chief officer thinks of himself! From men whose work is responsible and varied the public can ask more than they pay for. They have no such right in regard to those who perform routine duties, under direction. Nevertheless, they often get it. The principal advisers of local authorities in staffing matters are normally clerks and treasurers. Not infrequently, these gentlemen are presidents and vice-presidents of branches. No wonder branch autonomy is jealously guarded!

Practically all chief officers are members of professional bodies which offer "protection" to their members.

Reform No. 1. Restrict membership of the association in the case of chief and deputy chief officers to persons in receipt of graded salaries or salaries not exceeding grade limits adopted as provincial council standards. This would create a healthy number of vacancies on the national and district executives.

If "Critic's" allegation that "organisation which shows no cash return is starved of staff" creates the sensation it should, we may get somewhere. Many of us have long suspected it.

National and branch organisation are a bad joke. Our incredible accounting system can be explained only on the assumption that a branch was never expected to have more than 100 members. Branch records in the absence of even the "honoraria" officers must be in a parlous state.

Reform No. 2. Ask twelve honorary treasurers of large branches to submit proposals for reform of accounting arrangements.

Reform No. 3. At least double, preferably treble, subscription income. Merge branches, if necessary, into units of at least 1,000 members, and appoint a secretary-accountant for each unit. Then appoint organisers for each five such units. Sports and social activities could well remain in the hands of sub-units similar to present branches.

Whilst membership of NALGO as a trade union should be restricted as suggested above, the ancillaries might well be open to all persons engaged in the local government service.

The fact that there is no obvious "minority movement" in the association is a bad sign. District committees dominated by N.E.C. members are no place for "rank and file" influence, even if it exists.

Reform No. 4. Contingent, of course, on 1 and 3 above! Abolish district committees and hold twice yearly regional conferences—areas as for provincial Whitley councils.

"COMFORTS"—BY THE MILLION!

The Nottinghamshire Services Comforts Fund has won national fame. Here, H. S. SHERWIN, the Lord Mayor's secretary (and public relations correspondent of the Nottingham branch of N A L G O), who is the Fund's honorary organiser, describes how it has mobilised ten thousand knitters and hundreds of other workers to supply parcels (500 a day!), cigarettes, concert parties, books, and other "comforts" to Nottinghamshire men with the Forces and to others stationed in the county.

WAR is never good nor welcomed—nations mistrust one another, but peoples eventually become more closely linked. It is then that civilized people realize the true meaning of "help."

And so, in October 1939, the lord lieutenant of Nottinghamshire and the lord mayor and town clerk of Nottingham conferred in the realization that, as a major struggle had begun, those concerned in it should be reminded from time to time by means of comforts of the interest of the people of the city and county in their welfare.

I was asked to act as honorary organizer of the scheme, and readily accepted, since, having served for four years in the last war, I also appreciated the real need for comforts. A committee was formed, the idea was launched, and an appeal was issued from the Council House for donations. This was the only financial appeal to individuals we made.

As more and more men and women joined the forces, the need for comforts increased. Then came Dunkirk, and the return of the bulk of our Expeditionary Force. No words of mine can describe the splendid work our voluntary helpers did as the trains rolled into our stations during June. To us, the smiles and appreciation were exhilarating and inspiring. It was also gratifying to us that, as a result of the response of the public, our voluntary workers were able to hand to the men three-quarters of a million cigarettes as a little token of our thanks to them. The sheriff of Nottingham's "One Million Cigarette Effort," part of the fund, enabled us to do this.

There followed a complete change in the nature of the war. Units from all parts of the country were stationed in the county, thousands more men were called up, and the comforts fund organization—which had started in so small a way—realized that it must revise its ideas. This meant much more money, and it was therefore decided to ask the workers in the factories and shops to contribute at least a penny a week towards the welfare of their colleagues in the Services. The response was magnificent—and today, despite many other calls on their purses, they are responsible for a great part of the built-up income of the fund.

We readily realized that if we asked a worker for his penny a week in the factory, we must look after his interests when he himself was called up. This realization gave rise to the individual parcels branch of the fund.

We obtain the names of all city and county men and women serving in the Forces, whether at home or abroad, and send each one a parcel—we are now sending 500 of these individual parcels every day. Each is of a value of about 10s. and, if one may judge from the hundreds of letters of thanks we receive daily, the contents are fully appreciated.

Appreciating the magnitude of the task it had undertaken, the committee built up an organization in which men and women experienced in their own particular sections should be asked to give their services. In every case, their help was readily forthcoming, and much of the success of the fund is due to the splendid work performed by these men and women members of the auxiliary committee. The honorary officers deal with hospital war supplies, wool distribution, county and city W.V.S., books, cigarettes, entertainments appeals, collecting boxes, Chamber of Commerce, district Trades Council, penny a week appeal, publicity, purchasing, entertainment of troops, press liaison, miners' welfare institutes, and finance.

The organization having been successfully established, various other bodies working for the Forces were, at their request, incorporated "beneath its umbrella." These cover such activities as war hospital supplies, concert party entertainments (eighteen parties of voluntary artistes go out every week), the provision of furniture for members of the A.T.S.; eighteen circulating libraries; and a host of other branches. For the wonderful help of voluntary knitters and voluntary packers no praise can be too high; it is mainly as a result of their work that the fund has been so successful. Ten thousand knitters are working every day, proudly carrying the fund's badge and knitting as hard and as long as they can. Fifty packers work mornings and afternoons at the Council House, packing the individual parcels.

I must pay tribute, also, to the miners of the county, who are responding with such wonderful spirit to our appeal, making a magnificent monthly contribution. These men, though working night and day to bring the war effort to full working capacity, are never too occupied to give a thought to the comfort of their fellow Britishers. Even the children do their share, bringing week by week, on what has come to be known as the "Lord Mayor's Children's At Home Morning," an average of £25. Every Saturday morning there is an unending stream of young people in the Lord Mayor's Parlour to hand their gifts, raised by a concert in a back garden, or the sale of woollie dolls. Age is no barrier; toddlers of three stand on tip-toe to hand their gifts across the table. A Merit Badge from the fund is a small recognition for their effort.

N A L G O, as might be expected, is giving us 100 per cent assistance, both financially and in every other direction, and I know my fellow-workers will realise that that is sufficient acknowledgment of their work on behalf of the fund.

I have not space to explain the many other ways in which the income has been built up to hundreds of pounds a week, but I trust I have said enough to show how my city and county are doing their bit to maintain the happiness and morale of those who are fighting in the struggle for freedom.

FINANCE THE BASIS OF REFORM

By "JOHN PEEL"

I HEARTILY support the suggestion that N A L G O should lead the way in setting up a local government planning commission. I have had a similar idea in mind for some time.

The status of a particular association or union depends largely on the extent to which the members contribute collectively to the creation of something of outstanding benefit to the community. Ordinary trade unionism is a necessary part of our activities, but an association which is nothing more than a "bread and butter" status. In effect, N A L G O is an association of social service workers. Collectively, we should be able to make some valuable contribution to the planning of the social services we administer, and thus help to build the social machine, instead of being merely machine minders. If we do so, that improved status and better conditions which we all hope for will inevitably follow.

But whatever wonderful schemes may be drawn up, the first reply to our proposals will be "where is the money to come from?" or, more correctly, "how can the necessary money be created?" After the last war, money was not made available by the government for anything but patchwork schemes. It is true that in times of artificial prosperity we received a few extra crumbs from the tables of high finance, but when our bankers, international financiers, and politicians found that they had made a few bad deals, demands for the most stringent sacrifices in our services were called for. Unless the whole question of the financing of post-war plans is considered now, we shall very likely find ourselves in the same position as after the last war. In particular, special attention should be given to the question whether the existing monetary, banking, and other "generally accepted" financial systems will serve the needs of post-war expansion, whether local government is to continue to be regarded as an impecunious orphan, financed by way of charity. In other words, is money to continue to be the master of our social service or its obedient servant?

I suggest, therefore, that the first stage in the planning commission's operations should be the setting up of a special commission on financial planning in connection with the social services with particular reference to the following questions:

1. Is the existing national monetary and financial system able to serve the post-war needs of our social services?

If it is, how far can a definite proportion of the credit created by the banks be earmarked for local government services? (It seems possible that, after the war, the government will divert compulsorily huge sums of money from speculative transactions to the building up of social security. Local authorities should see that they get a fair share of this money.) If it is not, the alternatives of local social credit schemes, experimental barter notes, etc., should be examined.

2. Does the present commercial banking system (having regard to its main purpose of money dealing) serve the best interests of local government?

If not, proposals should be made for the setting up of a central municipal bank, on the lines, say, of the C.W.S. Bank of the Co-operative Societies.

3. Is it possible to equalise and stabilise the financial position of all local authorities, apart from patchwork methods such as block grants?

In this connection, the commission should consider setting up a central stabilisation or social services insurance fund (independent of political control), contributed to by the government and the local authorities, and, if thought advisable, by land-owners through taxation of land values.

"Big" men with "big" ideas—but not necessarily "big" in professional status—will be needed to consider far-reaching proposals such as these. The local government financial expert who thinks only in terms of debits and credits, rate poundage, official sanctions, and out-worn theories of capitalistic economics is not needed. Surely we have plenty of men, both within and without the service, with new ideas, and far-sighted non-political bodies, such as the Economic Reform Club, would no doubt be pleased to co-operate. Only when a comprehensive scheme of financial reform is propounded will the task of the local government planning commission be made possible.

In wishing the suggested scheme every success, I should like to suggest that retired officers be asked to take an active part. To-day, serving officers have little time or energy to spare.

WHEN THE WARRIOR RETURNS

by Gerald F. Hallett

OW'S things at the office?" I asked, bustling into the old surroundings ht from leave. "Bit changed, no t?

Yes, there are a good few changes since joined up—more women about than were."

Good," I replied. roduce me to some em."

Ilkins led me off to the al office. We entered is the telephone rang. hones always ring in office. The war hasn't ged that. A feminine softly said, "Hello." Good heavens!" I imed. "She's sitting y desk."

You mean the one that yours, old man." Wil- always was a man for g things correctly. on-leader clerks must ccurate.

It still *is* my desk," I ested. "Anyway, I'm getting my balance of made up for it."

Things have changed, gh," said Wilkins. "The sort of thing happened e in the last war. I mber when I came back France for a break, I d a middle-aged spinster y desk. She had ruined my fountain pen."

Show me more," I asked. "Tell me, re's Thompson?" (Thompson was the ier in the electricity department).

Thompson?" repeated Wilkins, rather nt-mindedly. "Oh, Thompson."

Who's that?" I asked, as a very pretty passed us.

That's Joan," he said. There was a se. "As I was about to say," Wilkins it on; "Thompson is in the Royal Tank ament."

Really," I said. "What does he do?"

The last letter we had from him told us was a mess orderly."

A mess orderly!"

Yes. He passed his wireless course did quite well at driving, but the Army ught he was really wonderful in the dining , and gave him the job of getting the food ily for the men."

Does he like the work?" I asked.

Wilkins nodded. "I believe he likes it ter than being batman to the Adjutant. mpson told me in one of his letters that jutants usually have a vile temper before akfast."

You mean Thompson fell out with him?"

One day, Thompson was ironing them jutant's trousers. He left the iron on them long. I understand the Adjutant was er quite the same to him afterwards."

It must be very different being a mess derly from being a ledger clerk," I said, ng back a bit.

Not nearly so different as being a medical derly instead of a salaries clerk."

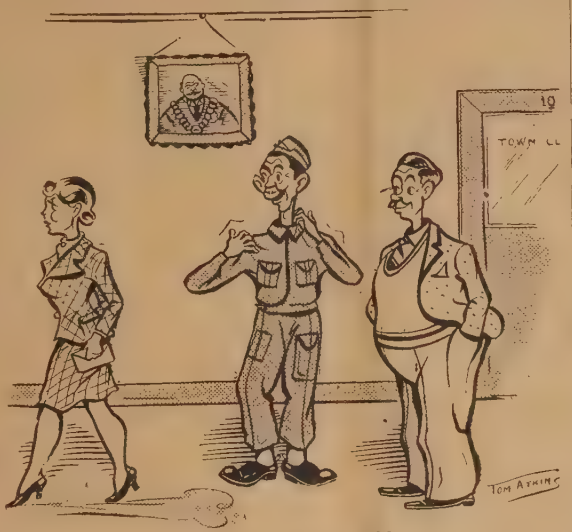
Who is a medical orderly?" I enquired. Not old Barnes of the town hall? He s often talking about doctors before the r."

Not Barnes, no. Barnes is in the Royal gineers. He blows up bridges in his spare e now, instead of doing crossword puzzles. , as I was saying—medical orderly. You member that chap Jones, of the Weights d Measures, who filled up the chief clerk's -well with blotting paper one day—he's a dical orderly now in the Border Regiment."

"Good lor'!" I gasped. "He lived in Sussex."

"That's the Army, you know. He joined up last August, and was posted to the West Country. He got transferred. I never quite knew how he got to Scotland, though. Anyway, the main thing is, he's there."

"What about Frank Bilber? Where's he?"



"That's Joan," he said.

Wilkins opened the door for another girl to pass. "Go on!" I said.

Wilkins stepped towards the door. I pulled him back and kicked him. "I mean, about Frank Bilber," I said.

"Oh, yes! Quite! As I was saying, Frank Bilber is employed as a lorry driver in the Dorsets. He tells me he had a devil of a time getting his pay increase through. He's a lance corporal now, you know. Somehow, the Regimental Paymaster never got a copy of Part II Orders showing his promotion. Poor Frank had a horrible form called a 1483, telling him he was £4 19s. 6½d. in debt."

"Don't I know," I groaned. "That form is the most detestable I have yet come across. Before the war, I used to think the electricity forms were bad enough, but a 1483 beats them easily."

There was a noise of cups and saucers off stage. Then the tea came in.

"Of course, there won't be any sugar in it," said Wilkins, raising his cup to his lips.

I took a sip, and confirmed Wilkins' fears.

"The place hasn't changed much after all, has it?" I said.

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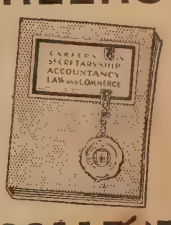
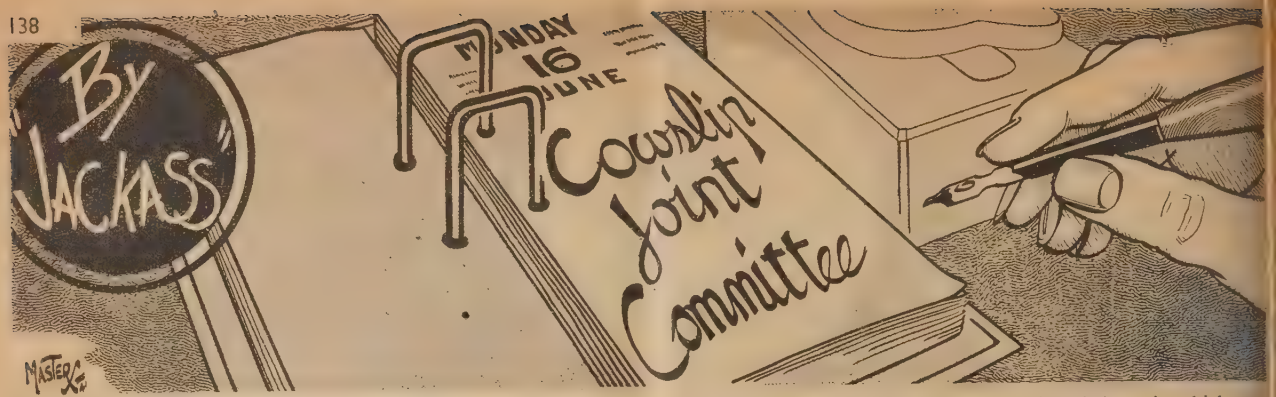


METROPOLITAN COLLEGE

(G3/2), ST. ALBANS



LIKE other branches of NALGO, Much Cowslip takes pride in its amicable relations with the employing council, and in the smoothness with which its negotiating machinery functions when jarred into motion. Such occasions are naturally rare, because any enthusiast with a proposal to make must first stir the service conditions committee into action, shepherd any resulting decision through the full executive committee, and finally, by persistent heckling, convince the branch officers that he is a Cerberus who will not be silent until at least the semblance of a sop has been thrown to him.

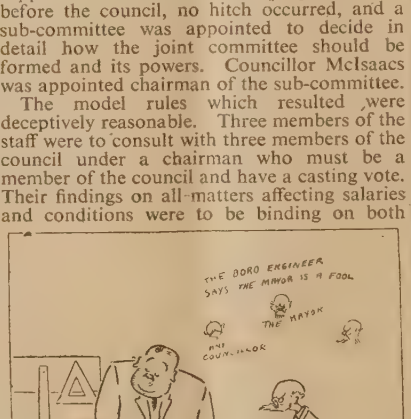
Even when the negotiating committee decides to act, progress is often slow and not always sure. Members of the council have to be waylaid individually in a suitable social atmosphere, and their views tactfully ascertained. Should it be obvious that even a generously financed public relations campaign is unlikely to ensure sufficient support, no application is made. If, however, our preliminary count reveals a safe majority in favour, the clerk drafts a suitable letter, which I write out and send to him, and our negotiating committee is invited to wait upon the council. The clerk has always maintained that, unless by the manifest justice of our case and by clear and cogent reasoning we can succeed in an application, we should refrain from making one. The fact that our clear and cogent reasoning takes place in surroundings less formal and more conducive to agreement than a council chamber is purely a matter of tactics.

It is sufficient tribute to our methods that we have never yet completely failed in any application, so few of us were seriously interested in the formation of a joint committee. An occasional circular from headquarters reminded us that other branches had established such committees, but we felt that so long as we continued our practice of never asking for anything until we knew it was assured the existing machinery was adequate. The clerk took the view that a joint committee was an official and restricted means of obtaining that contact with the council which we already enjoyed unofficially in a much more pleasant atmosphere, and that to try to convince three councillors together instead of tackling them one at a time was to flout the Hitlerian method of dividing to conquer.

Executive committees, however, are kittle cattle, and ours gradually veered round from an attitude of superior contempt to one of lively interest in joint committees. Eventually, Blatherpatch, partly because he sensed the clerk's opposition, challenged a vote in the executive committee and secured a majority for a resolution instructing the service conditions committee to press for one in Much Cowslip. Naturally, the service conditions committee, under the clerk's chairmanship, deferred consideration in the hope that something exciting might occur to divert attention elsewhere. They even drew red herrings across the trail by calling attention to other important problems confronting the service, but all they succeeded in doing was to convince the executive that if we were beset by so many difficulties a joint committee was our only hope of solving them. Agitation grew until it became obvious that unless the clerk could exploit his usually effective threat to resign he would have to bow to the storm. Unhappily, he had fears that this time a proffered resignation might be accepted, and as he was three years ahead with his annual honorarium the risk was too great. With as much grace as possible, he agreed to make the necessary representations.

Our preliminary soundings evoked a mixed response. Some members of the council were so relieved that our proposal involved no immediate cost that they guaranteed support at once. Others were doubly suspicious for that very reason, and despite our use of phrases like "co-operation between employers and employed" and "enabling the staff to make their contribution to the problems of local government in the area" they declined to have anything to do with it. Councillor McIsaacs, who as a teetotaller was not susceptible to our public relations campaign, was frank to the point of rudeness. He asked whether we wanted to fix our own salaries and conditions but leave the council to explain the result to the ratepayers. Actually, that was exactly what we wanted, but we hardly liked to say so. Nor did we care particularly, since our count revealed a reliable majority in support. When the actual proposal came before the council, no hitch occurred, and a sub-committee was appointed to decide in detail how the joint committee should be formed and its powers. Councillor McIsaacs was appointed chairman of the sub-committee.

The model rules which resulted were deceptively reasonable. Three members of the staff were to consult with three members of the council under a chairman who must be a member of the council and have a casting vote. Their findings on all matters affecting salaries and conditions were to be binding on both sides unless both rejected them, in which case further consideration should be given. The committee must meet at least once a year and at any other time when summoned by the chairman, and should investigate and report on all matters affecting the efficiency of the service, including facilities for post-entry training of officers who needed it.



"Because we turned down your increase, huh?"

Unfortunately, the council representatives appointed were Councillor McIsaacs, as chairman, Councillor Torpid (who has spoken only once, in support of a motion to adjourn, during fifty years' membership of the council), Councillor Gumble (one of those men who do good by stealth and blush to find it pays) and Councillor Mrs. Gauche, who is well-meaning but ineffective. To say we were dismayed by the composition of the employers' side is putting it mildly. Blatherpatch was severely criticised for having proposed the formation of a joint committee in the first place, and members of the executive committee went round telling each other that they voted against it at the time.

Nevertheless, having got our joint committee, we had to test its value. Blatherpatch, the clerk, and myself were selected to represent the staff, and submitted an experimental application for a minimum wage of fifty shillings a week, on the grounds that the council had found it necessary to pay fifty-seven and sixpence to secure a temporary officer. We thought it a good debating point, though of course we realised that forty-five shillings plus security of tenure and superannuation rights was actually a lot better than an uncertain fifty-seven and sixpence.

When the joint committee assembled, the clerk made one of his most persuasive speeches, and I followed with a vague financial analysis showing that if deductions for income tax were taken into account and regard had to the possibility of an increased Government grant for anything the Government might or might not give grants for, it was quite likely that our proposals would lead to a reduction in the rate precept for 1943. Blatherpatch, who had donned a threadbare jacket for the occasion, made the superficially contradictory statement that members of the staff could not exist on existing salaries.

There were no speeches by the councillors, the voting was three for and three against, and the chairman gave his casting vote against us. The council at its next meeting readily accepted the joint committee's decision, which thus became binding on both parties. Several councillors expressed their warm approval of this new method of settling staff problems by harmonious discussion round a table.

Blatherpatch has already given notice of his intention to move at the next meeting of the executive committee, "That prompt steps be taken to abolish the joint committee." The clerk points out that if we make an application for its abolition, the application will be referred to the committee itself, which will doubtless reject it. Once confirmed by the council that decision will be binding on us.

So where do we go from there?

F OFFICERS IN NALGO

Back Door" Exclusion

S interested in the comments of "J." my modest contribution at the last g of the N.E.C.

alls into the common error of confusing scussion by the combination of two issues.

subject before the "House" was the -or otherwise—of affiliation with the ., and *not* the question of excluding chief s from the ranks of NALGO.

ndeavour—not always successfully—to the possible effect of my actions, and eech I made was intended to emphasise oint that affiliation would result in the ale resignation of chief officers, etc.

"J." and his friends consider such a of affairs desirable, the honest course be to come out boldly and to advocate separate issue.

s obvious that a certain section of GO is using affiliation as a means of g rid of senior officers, with the hope tting better conditions for the lower s. Whilst I am prepared to support very ly any legitimate efforts to that worthy am not going to assist any "back-door" ds in trying to get these much-desired vements.

en the time comes to discuss the vexed on of chief officers and their membership ALGO, I shall certainly contribute my to the discussion, and it will not be, ps, as palatable as some might think; o let us keep our true sense of proportion.

esfield Place, H. J. ALTOUN (N.E.C.).
Leonards-on-Sea.

Juniors Themselves

AS interested in the letter signed "J" your May number, but rather dis- nted to learn that apparently, in the on of juniors in the Service, chief officers nly members of NALGO in order to a "heavy thumb" on local activities.

s not "J" entirely overlooked the fact the majority of chief officers have been rs themselves, were members of NALGO and have continued their membership?

the branch to which I belong, the branch ative is elected annually by popular vote, of the eight elected last November, only are chief officers, so I fail to see how the y thumb theory applies.

gree that most, if not all, chief officers their own societies, but I question whether adjective "strong" applies to these ties. Personally, I belong to no less than , but have always felt that I must retain membership and interest in NALGO so o ensure as near as possible 100 per cent membership, and without adopting the eavy thumb" attitude, help when required advice, gained through experience of e thirty years service in local government.

ounty Hall,
March. A. MORWOOD,
County Surveyor.

uable Members

HILST I do not wish to override the editor's decision in closing corre- ndence on T.U.C. affiliation, Mr. Merlyn gan's letter in the May number does, in view, call for some comment from the point view of constitutional principles. His gested reforms for rebuilding NALGO in the main, revolutionary, and as an nary member of a democratic association, el that exception can be taken to the gested exclusion of chief officers from full mbership of the association.

erhaps Mr. Morgan does not realise that strong position which NALGO holds ay is largely due to the untiring efforts chief officers; furthermore, were the posal effected, should we not cease to be a democratic body? If, under his scheme, a member succeeds in doing some glorious work for the association and later reaches the position of a chief officer, he would be automatically relegated to, shall we say, a minor membership. The association would thus be in danger of losing the support of one of its most valuable members.

Indeed, while I would welcome the initiation and establishment of certain conditions suggested by Mr. Morgan, these cannot be attained without the fullest co-operation of chief officers; we must all stand "on the ground floor of the house." Such grievances as salary scales, overtime conditions, and the like have received due consideration in the past, and, thanks to NALGO—and chief officers—much success has been achieved. I fail to see, therefore, that any improvement in the service or the association would result from a reconstituted NALGO based on Mr. Morgan's utopia.

In conclusion, I would state that I am not a chief officer.

Woking. J. E. THOMAS.

READERS' FORUM

Letters for the July number must reach the Editor, "Local Government Service," 192, Edgwarebury Lane, Middlesex, not later than June 16. Where possible, they should be sent in duplicate, to minimise risk of loss.

THE OVERTIME PROBLEM

Municipal "Sweating"

I AM in complete accord with your correspondents on the question of overtime. Like "Surreyite," I am not averse to working overtime in an emergency, but for such additional service I claim that I should receive some extra remuneration.

Coventry, as the world knows, has received some attention from the enemy. The result has been to impose on various departments of the corporation a vast amount of additional work, necessitating sweating seven days a week. I use the word "sweating" advisedly. As the result of this, the corporation received from one department, in the shape of fees paid by the public, a sum of money many times in excess of the aggregate amount paid out in wages, but not one penny extra found its way into the pockets of these toilers.

In the local factories, the trades unions see to it that if a man works other than his stipulated hours he is paid overtime—double time on Sundays—yet corporation officials can slog all hours God sends them without adequate recompense. What say the members of the corporation about it? Most of them belong to a political party which claims to represent and look after the interests of the workers. Perhaps their consciences do not prick them. I wonder.

COVENTRIAN.

Inconsiderate Chiefs

I HAD always thought that the town hall where I work was unique. On reading "Surreyite's" letter in the May journal, however, I must conclude either that I was wrong, or that "Surreyite" must have worked in my department before he went to Surrey.

It has always struck me as an outstanding example of the illogicality of a certain type of councillor's or chief officer's mind that they should expect subordinate and junior officers to give away free the only property they possess—their labour. Even the most Mussolinish mayor or gauleitery chief officer would never dream of asking anybody to hand over his freehold or stock of goods for nothing; but when it comes to the only thing which the subject races in the local government service have to barter they expect to get large chunks of it free. If the subject races demur, there is unpleasant talk about "loyalty," "servants of the public," and, in my experience at any rate, "If you won't do it we shall have to get someone who will, and you can look for another job."

For some years, it was a fairly regular practice of my chief officer to go off at midday at least one day a week, play golf, and return at any time between 5.30 and 7 p.m. like a giant refreshed by exercise, fresh air, whisky, cigars, etc. The exercise and fresh air by that time were failing lamentably to hold their own with the whisky and cigars, but that was more than compensated by a desire to do a "good evening's work." The following has happened in my own case on more than one occasion. Chief officer returns at 6.30 p.m. and dictates until 8 p.m. Then he announces that he is going home to dinner, from which he will return about 9, and tells me to get on with what he has given me. He returns about 9.30, and dictates until 11 or 11.30 p.m., says "Thank you very much; you can have time off for this," and goes home to bed (five minutes' walk away), leaving me about an hour's journey home to a distant suburb. Needless to say, the chance of having the time off did not often present itself.

Golf was not always the excuse for this anti-social behaviour. Sometimes it was meetings of the chief officer's society or association (the equivalent of what, in our case, he always describes as our trade union). Sometimes it was lectures (for which he receives fees).

I have put this in the past tense. That is appropriate as far as golf is concerned, for he has gradually given this up, but the meetings and lectures continue.

Another excuse for "keeping us in" is alleged urgency of work. One Easter, for example, I came up from the coast on Good Friday night because I had to work on Saturday morning. The chief officer piled a job on to me, impressing on me every ten minutes or so that it was urgent and had to be done that day. I was due to leave at 12.30 and return to the coast. At a few minutes to one, he finished, said, "Well, you'll leave all that on my desk, won't you?" and cleared off. I finished the job at 3.30 p.m., and the rest of the day was my own—as was my hunger. The papers remained on his desk for just over two weeks after Easter before he looked at them.

This letter should provide a fitting answer to G. F. R. Dickinson, who asks why so many letters bear pseudonyms.

COOLIE.

PENSIONS AT SIXTY

Giving Youth a Chance

THERE are many who start work in municipal service at 25 to 30 years of age and would be glad of the opportunity to retire at 60. I know the superannuation scheme allows one to retire at 60 through ill health, but something should be done by NALGO to encourage all employees to retire at that age, to give the young men a chance in life, when the war is over.

REGULATOR SUPPORTER.

"Do It Now!"

I AGREE with the suggestions made by "Regulator" in your May number for the provision of superannuation pensions before 65. We should start right away with a demand for legislation to obtain this end, which is the only practicable way to ensure employment for the young people who have given up everything worth while for the benefit of us older ones and for their King and Country. The least that could be done is to see that the young people shall never again

(Continued on next page)

NALGO ROLL OF HONOUR

Military

KILLED

Chapman, L/Cpl. D. McD., R.E., engineer's dept., Ilford. Killed in air raid.

Crampton, W. H., L.A.C., 26, clerk's dept., Lindsey C.C. Killed in flying accident in Canada.

***Doe, O/S. D. S.** R.N., assistant clerk, public assistance dept., West Ham

Ferdinand, Pte. H. R., Duke of Cornwall's Light Infantry, treasurer's dept., Ilford. Killed in air raid.

Fernyhough, A/C. R., R.A.F., county land agent's dept., Cheshire C.C. Killed in air raid.

***Foden, Pte. K.,** Cheshire Regt., Clatterbridge (county) general hospital, Cheshire C.C.

Gee, Sgt. Pilot V. D., R.A.F., architect's dept., Nottinghamshire C.C. Killed in action.

Haigh, C., R.C.S., electricity dept., Bradford.

Lamb, Sgt.-Pilot J. T., R.A.F., Technical College, Carlisle.

McLean, Gnr. W. A., R.A., 21, electricity dept., Bristol.

Messent, Sgt. F., R.A.F., county surveyor's dept., Kent C.C.

Morgan, A/C. 2 F., R.A.F., 21, city collector's office, Glasgow. Died on service.

Parsons, Sgt. A., R.A.F., engineer's dept., Redcar. Killed in action.

Pierce, Ord. Cod. H. D. B., city treasurer's dept., Nottingham. Accidentally drowned.

Smith, Pilot Officer T. C., R.A.F., 24, treasurer's dept., Nottingham.

Smith, A/C 1 W. J., R.A.F., education dept., Carlisle.

Tillen, Sgt.-Obs. D. R., R.A.F.V.R., 20, electricity dept., Basingstoke. Killed in action.

Whitelaw, L/Cpl. J. F., Cameron Highlanders, finance dept., Inverness C.C.

*Previously reported missing.

WOUNDED

Fitzpatrick, Pte. A., R.A.M.C., public health dept., Kent C.C. Wounded at Dunkirk.

Houghton, Ord. Seaman R., R.N., county education dept., Worcester (now fully recovered).

PRISONERS OF WAR

Birchall, Gnr. J. S., R.A., county buildings dept., Kent C.C.

Birchell, Sgt. H. M., Royal West Kent Regt., county surveyor's dept., Kent C.C. Taken prisoner at Dunkirk.

Cremer, Sgt. F., R.A.M.C., county buildings dept., Kent C.C.

Figgis, Pte. E., R.A.M.C., public health dept., Kent C.C.

Fox, Sgt. H. G. L., R.A.M.C., county accountant's dept., Kent C.C.

Hardway, Pte. V. W., Dorsetshire Regt., county hospital, Farnborough, Kent C.C.

Langley, 2nd-Lt. H. R. D., Royal West Kent Regt., county clerk's office, Kent C.C. Taken prisoner in France.

Lewin, Pte. M. L., The Buffs, Sandwich relief office, Kent C.C.

Parish, Cpl. A. C., Royal West Kent Regt., Dartford county hospital, Kent C.C.

Prince, K. H., R.A.M.C., assistant clerk, Warlingham Park hospital, Croydon.

Smith, Pte. G. A., The Buffs, Willesborough Institution, Kent C.C.

White, Lt. E. J., R.A.M.C., public health dept., Kent C.C.

MISSING

Borley, Driver E., Armoured Division Signals, accounts clerk, education finance dept., Croydon. Missing in Near East.

Clemett, Sgt. J. A., R.A.F., county clerk's office, Kent C.C.

Collis, Pilot Officer G., D.F.M., R.A.F., clerk's dept., Nottinghamshire C.C.

Dunning, Sgt. J., clerk's dept., North Riding C.C.

Haddon, Driver W. A., Armoured Division Signals, accounts clerk, finance dept., Croydon. Missing in Near East.

Lanchberry, Sgt.-Pilot P. R., R.A.F.V.R., public assistance dept., Kent C.C.

Lush, Sgt. R. B., Armoured Division Signals, inquiry officer, education dept., Croydon. Missing in Near East.

Leech, C. O., R.N.V.R., surveyor's dept., Solihull.

***Porter, Sgt. K. W.,** R.A.F., 21, clerk, public assistance dept., Darlington.

***Roper, Able Seaman F. M.,** Guisborough Institution, North Riding C.C.

Rowe, Sgt.-Pilot G. W., R.A.F., clerk, surveyor's dept., Abingdon.

Simpson, Pilot Officer A. G., R.A.F., 22, public assistance clerk, Brighton.

Wilson, Sgt. G. R., clerk's dept., North Riding C.C.

* Believed Killed

READERS' FORUM

(Continued from preceding page)

be allowed to stand on street corners depending on the dole, with a poor outlook for the future.

There must be no more Wait and See—it *must* be Do it Now! There are thousands who cannot carry out their duties after 60, and who would give place to the splendid young.

21, Rees Street, Twynyrodyn, Merthyr. W. PARKER

BONUS FOR PENSIONERS

Minister's Refusal

THE paragraph on page 105 of the May journal, reporting the refusal of the Minister of Health to increase superannuation and retiring allowances to meet the rise in the cost of living is not merely personally disappointing but, which is worse, politically depressing. The alleged grounds of the refusal appear clearly partial and inadequate and the spirit of it betrays definite ineptitude.

The real grounds, of course, are that the government method is one of a weak expediency—wage-earners are feared because organised, while pensioners are negligible. This is not statesmanship but cowardice and should be treated as such.

Mr. Brown says he can "hold out no hope of legislation to benefit one section of the community." That is equivocation, for the fact is that Mr. Brown's attitude would exclude from one section a benefit which the government has permitted as justice to many sections, among whom railway employees are now granted a *second* bonus, based on *the increased cost of living.*

PRO-EQUITY

"SHARE YOUR JOURNAL"

How Many Read It Now?

SPEAKING only from my own observation in two large offices, 90 per cent of the members of NALGO read only "At Random" and "Jackass," so that LOCAL GOVERNMENT SERVICE starts on its way to the salvage dump within five minutes of receipt. I would suggest, therefore, that in war-time (and in peace time) it is a pure waste to issue one copy to each member, and that the circulation could be cut to ten per cent of the present figure without hardship to anyone.

J. C. THOMPSON.

MORE AWARDS FOR NALGO PILOTS

We are proud to record two further awards to members of NALGO serving in H.M. Forces:

DISTINGUISHED FLYING CROSS

Pilot Officer W. M. Dixon, R.A.F.V.R., aged 20, formerly of the borough treasurer's dept., West Hartlepool. The award was made for skill and gallantry in flying operations. Pilot Officer Dixon took part in one of the raids in April on the German battleships Scharnhorst and Gneisenau at Brest. Going into a steep dive, he released his bombs at 1,000 feet, and they were seen to straddle one of the warships. He continued his dive to 50 feet, and as he flattened out across the harbour encountered intense fire from the multiple guns of another warship, which he successfully machine-gunned. According to an Air Ministry statement, Pilot Officer Dixon "has shown the most praiseworthy courage and determination and is an exceptional pilot and captain of aircraft." He joined the Royal Air Force Volunteer Reserve in April, 1939, and after serving as a sergeant-pilot was granted a commission in November last. On May 14 the Mayor of West Hartlepool presented him with a silver wrist watch, on behalf of the council, and the town clerk handed him a silver cigarette case, the gift of his fellow members of NALGO.

Pilot Officer Dixon

(Photo by courtesy of the Northern Daily Mail.)

DISTINGUISHED FLYING MEDAL

Sergeant Pilot R. C. Smith, R.A.F., formerly of the borough treasurer's dept., Epsom and Ewell. The award was made in recognition of bombing operations against enemy supply ships, in the course of which Sgt. Pilot Smith brought his aircraft safely back, although it was damaged.

Civilian

KILLED (in air raids)

Armstrong, P., weights and measures dept., Liverpool.

Baxter, T. C., 31, assistant financial controller, Barry.

Brice, Miss, Oxted.

Brunwin, C., assistant chief clerk, A.R.P. control centre, West Ham (formerly clerk in the juvenile employment bureau).

Fraser, I. A., A.F.S., city treasurer's dept., Coventry.

Munce, T. E., passenger transport dept., Liverpool.

Worrod, E. W., A.F.S., electricity dept., Coventry.

IT IS SO EASY to waste money on personal luxuries and excuse yourself by saying that it is only **1/- A WEEK**
or **2/6 A WEEK**
or **5/- A WEEK**

If you invest these small sums regularly every week in National Savings Certificates, they will help to win the war, earn interest for you, and in 10 years amount to just over **£30**
£75
£150
respectively

It's plain commonsense to join a Savings Group, save every penny you can and get real enjoyment out of spending when the war is over.

MAY BE CASHED AT ANY TIME : There is no safer security in the world than Savings Certificates, yet your money is readily available if needed. On giving short notice, you may cash your Certificates at any time and you will receive what you paid for the Certificates plus any interest that is due.

★ **Savings Certificates can be bought at any Post Office, Bank, or Trustee Savings Bank ; through a Savings Group, or from Shops acting as Honorary Official Agents.**

Issued by The National Savings Committee, London

From a Schoolboy's Letter

"The two main excitements now are Second House rugger matches and the pending invasion."

(*Berlin papers please copy.*)

* * *

Limerick

An epicure, dining at Crewe,
Found quite a large mouse in his stew ;
Said the waiter, "Don't shout,
And wave it about,
Or the rest will be wanting one, too !"

* * *

Home Front News

The two Ministries concerned have now gone into a huddle and are sweating ink on the situation.

* * *

Art Criticism

I have heard and seen much of Cockney impudence before now ; but never expected to

hear a coxcomb ask two hundred guineas for flinging a pot of paint in the public's face.

—*Ruskin (on Whistler's Nocturne in Black and Gold.)*

* * *

Before 1941 !

Mr. Lambton was called King Jog, having once remarked that a man could always "jog along" on £70,000 a year.

* * *

Horses Don't Care

According to our paper the use of gas masks for horses is to be tested at a demonstration arranged by the National A.R.P. Animals' Committee.

"*If they can combine a gas mask and a nosebag we shan't worry much about the invasion,*" said a horse of our acquaintance yesterday.

—*Nathaniel Gubbins in the "Sunday Express."*

* * *

The (Almost) Royal Chair

"Among the relics happily preserved in these drawing-rooms, I remember one in particular. It was a chair which had nearly been sat upon by Queen Victoria. This chair was placed in readiness at a municipal ceremony in 1864, and if the Queen had sat down at all, she would have sat down on this chair : none other, for none other was provided. It is to be regretted that the Queen was not in a sitting mood, thus depriving the chair of the more complete honour of immediate personal contact. However, the mere proximity of a possible royal sitter made this chair permanently interesting and invested it with a mysterious value."

From "Calico Pie," by C. E. Vulliamy.

* * *

"The Good Old Days"—or Making the Best of It.

12th (Friday) : Up, finding our beds good, but lousy ; which made us merry."

—*Diary of Samuel Pepys*

England is now learning again that neither wealth nor power nor comfort, whether for class or individual, are ends in themselves ; that the wealth of a nation consists in nothing but the virtue of her children and children's children. That no profits, education, law, custom, or institution that does not contribute to their health and goodness is of any enduring

By "Hyperion"
Drawings by J. Carver

value. That the proper test of all legislation, or every political programme and economic activity, is not "Does it pay ?" or "Does it enrich this class or that ?" but "Will it make better men and women ?"

From "English Saga" by Arthur Bryant.

* * *

Bad Show

"*What would you do if you were to find yourself imprisoned in a bombed cellar with an entire stranger ?*"

—A Gossip Boy.

After a fitting interval we think we should leave our card on him, first tearing a little bit off the corner, meaning : "This is merely an informal call, of course, and doesn't include our wife or daughter."

—*Maurice Lane-Norcott in the "Daily Mail."*

* * *

Happy Ending

"I heard of a man. Girl refused him. Man went abroad. Two months later girl wired him. "Come back, Muriel." Man started to write out a reply ; suddenly found that he couldn't remember girl's surname; so never answered at all, and lived happily ever after."

—*P. G. Wodehouse.*

* * *

Literal

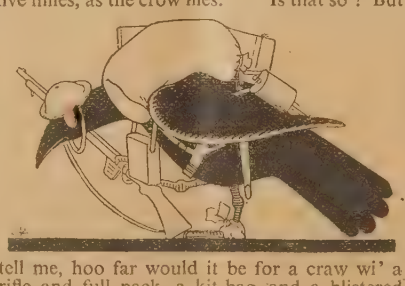
Told to pray for warm weather, so that her grandmother's rheumatism wouldn't bother her so much, a little girl ended her prayer with :

"And, Lord, please make it hot for Grandma !"

* * *

As the Crow Flies

A soldier had missed the last bus. "Hoo far is it to Dalkeith ?" he asked. "Oh, about five miles, as the crow flies." "Is that so ? But



tell me, hoo far would it be for a craw wi' a rifle and full pack, a kit-bag and a blistered heel ?"

Tableau at a Bar

Three large pink chins and a dry sherry.

* * *

Song of a Munition Worker

At half past eight the hooters blow
And canteenwards the men all go ;
We women do not go till ten,
But smell the bacon of the men.

* * *

Shelter Conversation

"Pamela's sister's going to be marri[ed] under an arch of long-handled shovels."

"But they're right out of date in fire-fighti[ng] now, darling. It ought to be stirrup pumps."

"How could you make an arch of stirru[p] pumps with all that wiggly hose ?"

"What's that gun that goes 'woo[f] woof' ?"

"It's probably a dog, darling."

—*Nathaniel Gubbins in the "Sunday Express."*

* * *

Logical, Very !

The Congo pigmies are partial to dead elephant. When one was reproached [for]

eating meat from an elephant that had lon[g] been dead, he said : "I eat the meat, not the smell."

* * *

Advice to Rumour-Mongers

Some people believe anything you tell them—if you whisper it.

* * *

Bureaucracy

Secretary of Agriculture
Assistant to the Secretary
Assistant to the Secretary
Assistant to the Secretary
Special Assistant to the Secretary
Under Secretary of Agriculture
Assistant to the Under Secretary
Secretary to the Under Secretary
Assistant Secretary of Agriculture
Assistant to the Assistant Secretary
Secretary to the Assistant Secretary

—*From the telephone directory of the United States Department of Agriculture.*

You people need any help ?

* * *

Schoolboy's Definition

Appeasement is when *you* walk on my foo[t] and *I* apologize.

* * *

Discipline

A German airman who had been sent t[o] bomb London returned to his base with h[is] rack full of undischarged bombs. His com[-] manding officer was furious and demande[d] the reason.

"Herr Hauptmann," replied the airman[,] "just as I was about to discharge my bomb[s] the all-clear was sounded, so I naturall[y] returned at once."

—"*Daily Telegraph.*"

n I interest you gentlemen in the most
ilar book in town—'Money for Jam, or
to Live at the Ratepayer's Expense'?"

d by the Censor

r Grandma,—I am writing this letter
ns I know you can't read fast . . . .

* * *

ve Genius

atever commodities this country may be
of, advice is not one of them. Last
42,000 cures for night-bombing were
l to embarrassed officialdom.
o imaginative masterpieces stand out.
rst was the solidification of cloud by a
cal process and the placing of anti-
't guns thereon.
second suggestion was that, since cats
e in the dark, each night-fighter should
a cat. Then when one of these animals
in a particular direction, it can be taken
dence of the presence of hostile aircraft.
ount Castlerosse in the "Sunday Express."

Retort to Haw-Haw

Old 'Lias lives in that bit of a farm on top of the mountain, where his daughter, who is a widow, keeps house for him. He was sitting down, waiting for his supper, which was stewing in the saucepan, and it was smelling in a way that sharpened the old man's appetite. His daughter, having laid the table, turned on the wireless and twiddled with it until she got that voice which sounds like a saw meeting a nail. He was talking about Britain starving in a lump, then, turning to Wales, he had the nerve to say that all we had to eat were taterpeelings and roots we dug up in the fields. "Listen to that flaming liar," roared old 'Lias. "Be quiet," said his daughter. "I won't be quiet." 'Lias shouted. "I'll show him." The old man took the saucepan of stew off the fire, held it under the wireless set and shouted: "Starving, are we? Smell that, you flaming liar. Huh, starving, are we?"

—"*The Listener.*"

* * *

Fido Does (Without) His Bit

Angry lady (on being told that Fido's favourite biscuits are unobtainable): "Nothing but these! Really, this war is getting beyond a joke!

—"*Punch,*" *August,* 1917.

* * *

Scotland Goes To It

The council authorised Bailie Kennedy to have the telephone installed in the fire station.

—"*The Galloway News.*"

* * *

When the Desert Smiled

When one of the Earls of Shrewsbury laid out some of the gardens at Alton Towers with evergreen timber the effect was said to be bizarre rather than attractive. When someone proposed a tribute to the Earl in the words: "He made the desert smile," William Morris, who had seen the gardens, observed ironically: "And a very polite desert not to laugh outright."

"My boss says you're three months behind with your instalments!"

Wanted for Duty

The gable-end of the cottage had been blown off by a bomb, and the old lady who lived there explained to her rescuers that her dentures were buried in the wreckage.

"That's o' reet, missus," they said encouragingly, "we'll find them!"

After a long period of excavating she reappeared and asked if they had had any luck.

They repeated their encouraging words, whereupon she exclaimed: "Eh, it isn't me teeth A'm botherin' abawt; it's mi brekfust!"

—"*Lucio*" *in the* "*Manchester Guardian.*"

* * *

The Gentle Art of Under-statement

"Hitler is such a fidget."

—*Vernon Bartlett, M.P.*

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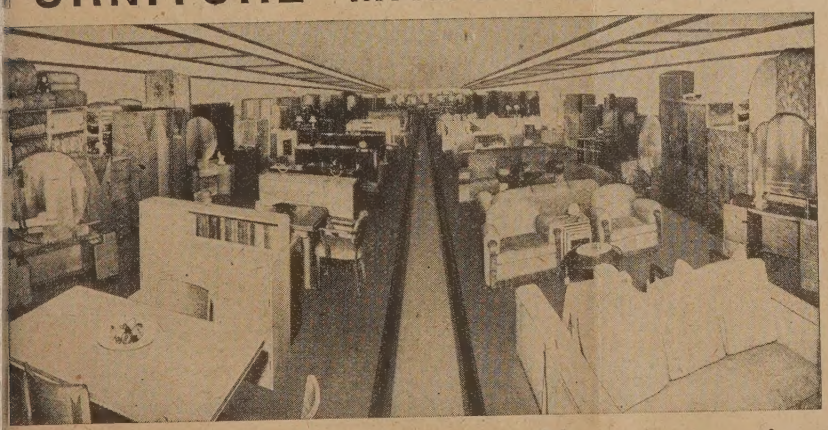

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How War Damage Act Affects YOU

WE promised last month to publish in this issue full details of the War Damage Act so far as it affects members of N A L G O. Since, however, the Government has done the job itself far better than we could hope to do it, in explanatory memoranda issued by the War Damage Commission (covering damage to buildings) and by the Board of Trade (covering damage to furniture, clothing, and other personal effects) both of which may now be obtained from any bookseller, there is little for us to do but refer members to those admirable publications—" War Damage to Lands and Buildings (Form CIa) " price 1d., and " War Damage Act, Part II (B.S.4) "—and to

" Alone at last! "

stress one or two points of special importance.

The first point to remember is that, for the ordinary householder, there are two entirely distinct schemes, the Buildings Scheme and the Chattels Scheme.

Buildings Scheme

This is administered by the War Damage Commission. Contributions are compulsory and are fixed by, and payable to, the Commissioners of Inland Revenue. The amount of the annual contribution is 2s. in every £1 of the net schedule A assessment of the property on September 3, 1939, or, where such an assessment is not available, the value for rating.

Where a building is mortgaged, as, for example, to the Nalgo Building Society, the contributions are shared between the mortgagor and the mortgagee, the share payable by each being dependent upon the amount of the mortgage still outstanding on January 1 each year. Where this amount is between one-third and one half of the purchase price of the property, the mortgagee pays one-sixth of the contribution ; where it is between one-half or two thirds of the purchase price, the mortgagee pays one third of the contribution ; where it is between two-thirds and three-quarters, the mortgagee pays half ; and where it is more than three-quarters of the purchase price, the mortgagee pays two-thirds of the contribution. Where the amount secured by the mortgage is one-third or less of the purchase price, the mortgagor must pay the whole of the contribution.

The Nalgo Building Society is at present engaged in examining all mortgages, and will in due course inform mortgagors of the amount of their contributions payable by it. Mortgagors should pay the whole of the contribution to the Commissioners of Inland Revenue themselves (the first, for the period September 3, 1939, to August 31, 1941, is due on July 1, 1941). Later, the Building Society will refund to them, either by cheque or by credit to their account, whichever is the most convenient, the proportion of the contribution which it is required to pay.

There is no need for the mortgagor to take any action, beyond paying the contribution, until he hears from the Building Society, and no alteration should be made in bankers' orders or other payments to the society.

If your house is damaged, you should get a copy of Form C 1 from your town hall and send it, completed, to the appropriate regional office of the War Damage Commission (the address of which is given in the Commission's pamphlet) *within* 30 *days* of the occurrence. The Commission will then send you a further form asking for details of the damage. Members who are buying their houses through the Nalgo Building Society should also notify the Society at Nalgo Centre, Croyde, Braunton, Devon, of the extent of the damage and the action they have taken. The society can put you in touch with a qualified surveyor who, for a reasonable fee, will inspect and report on the damage and help you to prepare your claim. This will not always be necessary, but it should be remembered that the assessment of structural damage is an expert job. If members will keep the Society fully informed of the position, stage by stage, it will advise them of the best course to take, in their own interests.

Chattels Scheme

As members will have already read in their newspapers, private chattels—furniture, clothing and other personal property—are insured free up to a maximum value of £50 for a single adult, £200 for a single householder, £300 for a married householder, whose wife is living with him, and an extra £25 for each child under 16. Above those limits, additional cover can be obtained by taking out an insurance policy. The premiums for additional cover are £1 per cent up to £2,000, £1 10s. per cent for the next £1,000 and £2 per cent for the next £7,000. Policies may be obtained from most fire offices (including Logomia) and from Lloyds, acting as agents for the Board of Trade.

Members who wished to obtain retrospective cover above the limit of free insurance, from May 1, 1941, when the scheme came into operation, should have applied for their policies and sent in their premiums before May 31, as they were advised to do in last month's LOCAL GOVERNMENT SERVICE ; those who have neglected to do that will obtain policies valid only from the date on which the premium is received, and with no retrospective effect.

Before applying for a policy, the householder is advised to make a complete inventory of his property, and then to value it (the services of a professional valuer are not necessary, although it will be useful, if a claim has to be made, to have receipts or other documents indicating the value of the goods destroyed).

Although allowance must be made for wear and tear—since the Government cannot be expected to give new furniture in exchange for old—the valuation may take account of the rise in cost of goods. Possibly the simplest method of making a valuation would be to list all possessions, put against each the date of purchase and purchase price, deduct from the purchase price an allowance for wear and tear (which will depend on the nature and age of the article), and then add 33⅓ per cent to the final total to represent the increase in replacement cost.

Many householders, on making their valuation, will probably find that the total value at which they estimate their effects will be higher than the amount for which they are covered under their pre-war insurance policies, because they have not taken the trouble to have the cover increased to allow for the rise in value and replacement costs. Such householders should at once increase the cover of their ordinary fire or comprehensive policies to the same amount as that at which they have valued their property under the War Damage Act.

NALGO ADDRESSES

To avoid delay, members are asked to address correspondence as follows :

On all subjects except ancillaries, in the first place to the appropriate district office :

SOUTHERN REGION

Regional Officer (and Metropolitan district) : **T. M. Kershaw,** 192, Edgwarebury Lane, Edgware, Middlesex (EDGware 2025).

Divisional Officer (Eastern and South-Eastern districts) : **J. Melvin,** 54, New Street, Chelmsford (Chelmsford 4347).

Divisional Officer (Southern and South Western districts) : **N. M. Woodcock,** 16, The Crescent, Taunton (Taunton 2779).

E. and W. MIDLANDS AND S. WALES REGION

Regional Officer (and E. and W. Midland districts) : **J. E. N. Davis,** 14, Earlsbury Gardens, Birchfields, Birmingham 20 (Birchfields 5123).

Divisional Officer (S. Wales, and Monmouthshire districts,) : **A. H. Geary,** 11, Park Place, Cardiff (Cardiff 1646).

NORTH-WESTERN DISTRICT

Divisional Secretary : **Haden Corser,** 2, Mount Street, Manchester 2 (Blackfriars 7668).

NORTH-EASTERN AND YORKSHIRE DISTRICTS

Divisional Secretary : **W. Cecil Wood,** 12, East Parade, Leeds (Leeds 24861).

SCOTTISH DISTRICT

Divisional Secretary : **J. M. Mortimer,** 67, West Nile Street, Glasgow, C.1 (Douglas 0404).

Relating to N A L G O ancillaries and the supply and delivery of " Local Government Service " to—

The General Secretary, N A L G O, Croyde, Braunton, North Devon (Croyde 212).

Relating to Public Relations and " Local Government Service " (editorial), to—

The Public Relations Officer, 192, Edgwarebury Lane, Edgware, Middlesex (EDGware 2025).

Relating to " Local Government Service " advertisements, to—

A. Darby's Advertising Agency, Cobham House, 24, Black Friars Lane, London, E.C.4 (City 6686).

LONDON OFFICE

The General Secretary, 27, Abingdon Street, Westminister, S.W.1, Telephone and Telegrams WHItehall 9351.

It is important to note that, under the [fi]re insurance scheme, no more than £25 can [be] given in compensation for any one article. [If] therefore a householder loses a motor [car] worth £150, he will obtain only £25 compensation for it unless he has taken out a policy [for] additional insurance.

If you have taken out a policy of insurance under the chattels scheme and your property sustains war damage, you should write at once to the insurance office through which the policy was issued for a claims form. This form, completed, should be sent to the insurance office *within* 30 *days of the occurrence of the damage*.

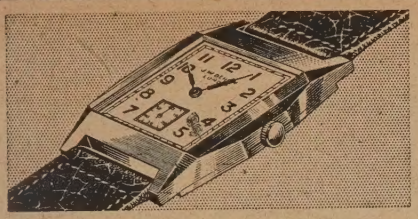
If you have not taken out a policy, and are relying on the free compensation you should apply for a form at your town hall or local information centre, and send it, completed, to the appropriate district valuer.

All persons whose property sustained war damage at any time between September 3, 1939, and May 1, 1941, will be treated as if they had a policy under the scheme and will receive the same compensation as they would have received in that case. A sum will be deducted from the compensation to cover the premium which would have been payable had the scheme been in force.

If you have already filled up form V.O.W. you need do nothing more unless and until you are otherwise instructed by the Board of Trade.

It is impossible now to visualise all the individual problems which are likely to arise, but N A L G O Headquarters is always ready to advise members in difficulties, and problems of special interest will be dealt with from time to time on the " Your Questions Answered " page of this journal.

Another excellent explanation of the War Damage Act, covering all its sections, and dealing rather more fully with problems arising under it, is " War Damage After the Raid " by R. S. W. Pollard (Hamish Hamilton, 6d.).



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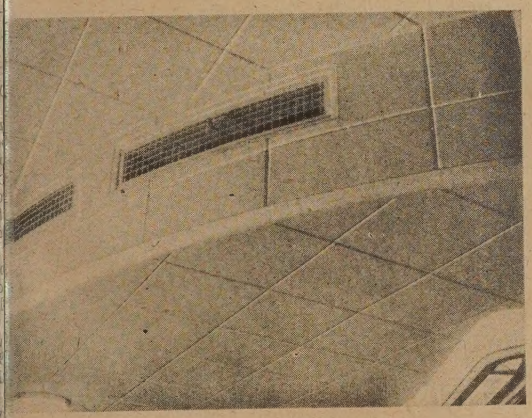

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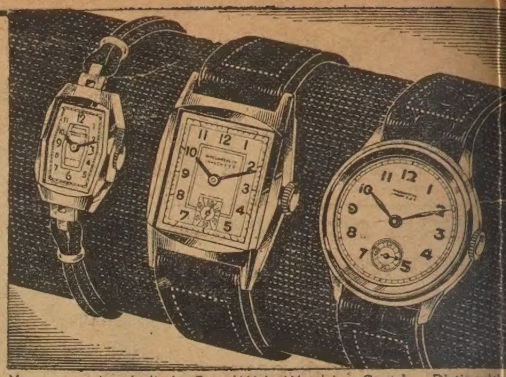

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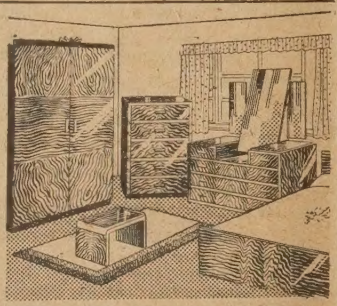

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